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The Commonwealth of Massachusetts
Department of Personnel Administration
One Ashburton Place, Boston, MA 02108

MICHAEL S. DUKAKIS
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December 31, 1990

Mr. Robert E. MacQueen
House Clerk
House of Representatives
State House, Room 145
Boston, MA 02133

Mr. Edward B. O'Neill
Senate Clerk
Senate
State House, Room 208
Boston, MA 02133

Gentlemen:

In accordance with the requirement of Chapter 666 of the Acts of 1989, the enclosed report to the General Court on the results of the Pilot Project is hereby respectfully submitted.

Sincerely,

David A. Haley
David A. Haley
Personnel Administrator

DAH:kea

Enclosure

9/11/120

THE SIMPLIFICATION AND IMPROVEMENT
OF THE CIVIL SERVICE SYSTEM PROJECT

EXECUTIVE SUMMARY

PURPOSE

The Department of Personnel Administration's strategic planning process early in 1985 identified improvement and simplification of the civil service system as the primary goal for fiscal years 1986 and 1987. The Department's efforts are directed at achieving these goals and objectives through a series of projects affecting the system.

THE SIMPLIFICATION AND IMPROVEMENT
OF THE CIVIL SERVICE SYSTEM PROJECT

JULY, 1985 - DECEMBER 1990

The goals of the project were to:

Expand the role of state agency and municipal management in the administration of the civil service system.

Increase responsiveness to the needs of state agencies and municipalities.

Simplify access to and participation in the civil service system by applicants and current employees.

STAFFING

Department of Personnel Administration (DPA) staffing consisted of a senior manager as project leader, a consultant, and three managers and one professional assigned on a full-time basis.

A Steering Committee was formed, consisting of a small group of state agency and municipal personnel directors, representatives of other related organizations, and key DPA managers concerned with the civil service system. The Steering Committee would both recommend changes that should be made in the civil service system and serve as a sounding board for proposals developed by the project staff. The state and municipal agency personnel would provide additional support.

**THE SIMPLIFICATION AND IMPROVEMENT
OF THE CIVIL SERVICE SYSTEM PROJECT**

PROJECT PLANNING

PRIORITIES

The Department of Personnel Administration's strategic planning process early in 1985 identified improvement and simplification of the civil service system as the priority goal for fiscal years 1986 and 1987. The fiscal year 1986 focus was on objectives affecting image and efficiency. The fiscal year 1987 focus was on longer-range objectives affecting innovation and effectiveness.

GOALS

The goals of the projects were to:

- . Expand the role of state agency and municipal management in the administration of the merit system.
- . Increase responsiveness to the needs of state agencies and municipalities.
- . Simplify access to and participation in the merit system by applicants and current employees.

STAFFING

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PHASE I: IDENTIFICATION OF CHANGES NEEDED

PREPARATORY STEPS

Preparatory steps were conducted by the consultant in July and August, 1985. A project plan was developed which included specific near-term goals, sub-projects, and methodologies for the sub-projects. The project plan was the initial presentation to the Steering Committee. Project staff was selected and the project staff location, supplies, and other resources were designated.

ANALYSIS OF THE CIVIL SERVICE SYSTEM

The project staff analyzed the civil service system in September and October, 1985. Information was gathered through interviews with, and observation of, most employees and managers engaged in civil service activities. The project staff identified in detail the procedural steps, staffing, workflow, forms, records, equipment, and systems support of each unit and analyzed them in relation to laws, rules, and policies.

The throughput capacity, choke points, and manual operations that should be automated were identified. The entire system was modeled on wall charts.

SHORT-RANGE RECOMMENDATIONS

Based on the information gathered in September and October, the project staff developed approximately 50 short-range recommendations for increasing productivity. These were presented to appropriate DPA managers and a preliminary agreement was reached on which changes were to be implemented.

PHASE II: DEVELOPMENT OF STRATEGIES TO ADDRESS

SPECIFIC PROBLEMS IDENTIFIED IN PHASE I

Longer-range strategies were developed in November, 1985 through February, 1986 to address specific problems identified in both the original project plan and in Phase I. These were proposals to:

- . Streamline the identification and certification of qualified candidates for high-turnover clerical and similar titles.
- . Eliminate the current distinction between permanent and temporary civil service status.
- . Develop an automated procedure for scoring eligibility and experience.

- . Develop an open-continuous unassembled examination procedure with titles banded by licensure requirement.

PHASE III: IMPLEMENTATION OF PHASE I

RECOMMENDATIONS AND OTHER IMPROVEMENTS

The agreement on Phase I recommendations to be implemented was updated and the changes were made in the work units affected.

The project staff assisted appropriate DPA managers in developing procedures, forms and instructional material needed to implement Chapter 527, Acts of 1985.

The project staff assisted the Office of Legal Counsel in holding public hearings on changes in the Personnel Administration Rule in September, 1986 and June, 1987

PHASE IV: DEVELOPMENT OF A NEW EXAMINATION PROGRAM

DESIGNING THE INITIAL NEW EXAMINATION PROGRAM CONCEPT

During Phase I it became apparent that the changes being implemented and recommendations under development would allow maximum productivity within the existing system. It would not, however, allow as rapid and effective response to all user needs as could be achieved. Therefore, a conceptual proposal for a New Examination Program involving fundamental changes to the system was developed in November and December, 1985. Features of the initial proposal included:

- . A cyclical examination program covering all titles except public safety in each two-year period.
- . Broadbanding examinations consisting of test batteries covering all titles in an occupational field.
- . Standing eligible pools resulting from examinations, allowing automated production of certifications immediately upon receipt or on-line of requisitions and provisional appointments through ELIPSYS linkage to PMIS. (ELIPSYS is DPA's examination and certification processing system. PMIS is a statewide personnel and payroll system on line in all agencies. Linkage of these mainframe computer systems had already been identified as a DPA priority).

- . Decentralized eligibility determinations.
- . Increased appointing authority input.

Attachment A is the original New Examination Program (NEP) proposal.

Input from all DPA senior staff, the steering committee, and other interested parties was actively solicited and incorporated into successive refinements of the conceptual model.

INCLUDING CAREER PATHS IN THE NEW EXAMINATION PROGRAM MODEL

By July 1986, DPA had long since completed a statewide classification and job analysis study, so the knowledges, skills, and abilities (KSA's) for all classes had been validated. The resulting new classification plan was about to be implemented in conjunction with new collective bargaining agreements. Job specifications for the new classification plan were by class series, showing the differences between classes within each series. Series within an occupational group had been studied together, yielding a consistent wording of tasks and KSA's across related series as well as classes within each series.

Reviewing specifications in order to develop sample test batteries showed that new major job knowledges were not needed at each higher level of each class series. In most class series, assessments of job knowledge were needed only for the entry level and one additional level midway in the series. These could be referred to as "transitional-level" classes. Employees who had been appointed as a result of competitive examinations at one of these levels really had to demonstrate increased proficiency, not additional knowledge, to advance to other levels in the same series. A process for delegating promotions and transfers to "proficiency-level" classes needed to be developed.

This could be a step toward including performance evaluation in promotional decisions. Massachusetts was about to introduce a performance evaluation system for its bargaining unit employees. (A system for managers had already been successfully introduced). The legislation mandating establishment of the performance evaluation system had provided for input by collective bargaining performance evaluation in making promotional decisions. Therefore, discussions of the delegated promotional and transfer process would have to include both representatives of line agencies and of unions.

COORDINATING THE NEW EXAMINATION PROGRAM AND RECOMMENDATIONS FROM PREVIOUS PHASES OF THE PROJECT

Senior managers continued their participation in reviewing and refining the NEP model. A series of meetings was held with appropriate senior managers from September, 1986 to January, 1987 to update the Phase I recommendations. Agreement was reached on which recommendations would be implemented and which would be deferred to the New Examination Program.

Input from additional concerned parties into the civil service system was solicited in two ways. First, a summary of the New Examination Program was distributed for information purposes with the official notice of the September, 1986 public hearing on changes to the Personnel Administration Rules. The summary was not part of the actual hearing, but was sent out to elicit feedback.

One of the resulting rule changes supported the legislation mentioned previously that required consultation with collective bargaining representatives on the use of performance evaluation in promotional decisions. This provided an opportunity for the first discussions with unions on the civil service process as a whole, as well as on the narrower performance evaluation issue. These discussions were held in February, 1987.

COMPLETING THE CONCEPTUAL DESIGN PHASE

The project staff and senior DPA managers reviewed specific program design components in February, 1987. These included:

- . A NEP certification process using the planned PMIS/ELIPSYS interface.
- . A system to be used by applicants in rating their education and experience levels using an optically-scanned form.
- . A regional system for applicant identification of work location preferences, replacing the selection of individual cities and towns.
- . A NEP application fee structure.

Various options for pilot testing NEP were presented to DPA senior managers in March, 1987.

A decision was made in April, 1987 to proceed with a pilot test for Occupational Group 13 - Budget and Accounting, State Service. This group consisted of nineteen class titles in six class series, all of which included a knowledge of basic accounting among their major qualification requirements.

The president of NAGE unit 06, which represented most employees in the occupational group, agreed to participate in planning the pilot test. The presidents of the NAGE unit 01 locals also agreed to participate, since many of their members would be taking the pilot test. A group of agency liaison officers volunteered their participation as well.

PREPARING FOR THE NEP PILOT TEST

The project staff and senior DPA managers conducted a series of meetings from May through August, 1987, alternating between meetings with agency liaison officers (ALO's) and the NAGE presidents. A questionnaire was sent to the agency liaison officers who volunteered to participate in the planning process in May, 1987. These questions were also explored with NAGE. A summary of the NEP proposal at that time was disseminated with the notice of the June, 1987 public hearing on amendments to the Personnel Administration Rules.

NAGE unit 06 and several other collective bargaining representatives expressed reservations about the use of performance evaluation as part of the pilot test since the Commonwealth would not have completed a full year's cycle under the new Employee Performance Review System as of the date of the pilot test. Consequently, DPA agreed to avoid using performance evaluation as part of the pilot test.

In August, 1987 a proposed promotional procedure that was developed as a result of these meetings. A copy of this proposal was provided to the Public Service Committee as well as to all participants in the planning process.

A decision was made in September, 1987 to restrict the pilot effort to an open competitive examination because DPA lacked the resources to pilot test both the open competitive and promotional proposals. April 16, 1988 was targeted as the pilot test date.

With this firm decision on the scope and date of the pilot test, the senior DPA managers shifted from an advisory capacity to an active participatory role. A new internal steering committee was established, consisting of the project staff and the participating senior managers.

The steering committee drafted a legislative proposal which was provided to the Committee on Public Service. The steering committee also split into several work groups based on the regular organizational responsibilities of the participants. Over the next few months, the work groups produced the following components of the pilot test:

- . An applicant information and recruitment process including the applicant literature.
- . A pilot test evaluation process including precise statements of goals and objectives and various survey instruments to measure user attitudes and acceptance.
- . In conjunction with the current effort to design a PMIS/ELIPSYS interface, a revised certification process reflecting the content of the proposed legislation.

PHASE V: THE NEW EXAMINATION PROGRAM PILOT

The Agency Liaison Officers were briefed in November, 1987 and January, 1988 to keep them abreast of the steering committee's accomplishments. Separate meetings were held with the president of CBU 06 to ensure that the same information was available to NAGE.

At this point, all major design decisions had been made. The senior DPA managers on the steering committee translated these design decisions into activities conducted by their reporting units. Work efforts included:

- . A mailing to state appointing authorities requesting input on special qualification requirements and other information.
- . Posting notices of the examination, which initiated the recruitment and application processes. The new "internal" recruitment process which targeted current state employees in addition to the traditional external recruitment effort including a briefing for state agencies.

- . Development of a package of material that was distributed with the "Notice to Appear for Examination."
- . Development of a package of material that was distributed at the examination site.

The posting, recruitment, and application processes began January 12, 1988. Almost 1500 applications were received. Over 1200 of these actually took the examination on April 16, 1988.

The special qualification requirements proposed by agencies on a position by position basis were reviewed for approval by DPA staff in consultation with subject matter experts. These were approved only if there were job requirements at the time of entry, which could not be acquired during a brief training period, were not already reflected in minimum entrance requirements or examination content, and were not based on knowledge that could only be acquired in an agency setting.

Attachment B displays all the forms, descriptions and other informational materials designed, developed and disseminated in support of the NEP pilot.

Several surveys were conducted, including a survey of a sample of the applicant population mailed out with the "Notice to Appear for Examination"; a survey of examinees filled out before leaving the examination site; surveys of appointing authorities, personnel directors, and line managers, and a survey of union officials. These surveys were developed to identify opinions on the civil service system and reactions major components of the pilot test. Survey results are shown in Attachment C.

Examination scores were sent to 1,194 candidates in July, 1988. From this large pool of successful exam takers, sub-pools of eligible candidates related to the 19 titles were created by September, 1988. A small number of examination appeals and protests were received and addressed. Several candidates requested "hand" scoring of their marks and these requests were accommodated.

In October, 1988 DPA began preparing to issue certified lists from the eligible pools. Because the proposed legislation authorizing the "three-tiered" certification process had not become law, it was necessary to develop a new certification implementation strategy consistent with current law and rules.

PHASE VI: REVISED IMPLEMENTATION PLAN

Early in 1989 the National Association of Government Employees filed new legislation that would authorize the New Examination Program Pilot including the special "three-tiered" certification procedure. DPA felt strongly that the value of this pilot lot program could only be truly measured if the special certification procedure could be in place to complement the innovative portions of the examination process itself. Therefore, DPA delayed the certification of the results of the NEP pilot until the new legislation could be enacted. The Act authorizing a pilot project in the Department of Personnel Administration became law as Chapter 666 of the Acts of 1989 when the Governor approved the Act on January 8, 1990. The law became effective on April 8, 1990. DPA then immediately began issuing new examination program certifications covering hundreds of vacancies in dozens of state agencies. Attachment D is the summary report of the New Examination Program Pilot certification and appointment results.

PHASE VII: LEGISLATIVE RECOMMENDATIONS

The New Examination Program Pilot allowed the Department of Personnel Administration to test out a number of new ideas and concepts. It permitted the Department to break out of traditional thinking about the merit system. It gave DPA the incentive to challenge the conventional wisdom that you could never change the civil service system.

DPA took up this challenge and responded with its strategy for making the civil service merit system work for Massachusetts in an effort that was entitled Decision '90. Many innovative approaches and contemporary information technology techniques were utilized to make a quantum leap in developing the merit system for the 1990's. One example of this kind of innovation was the development and implementation of an automated experience and education rating system based upon optical scanning technology which was introduced for all promotional examinations in 1990.

Although much was accomplished without the need for legislative change, future significant improvement requires new statutory authority to deal decisively with long standing issues such as the existence of large numbers of provisional employees in the state and municipal civil service workforces. On November 7, 1990, the Department of Personnel Administration filed with the Secretary of the Commonwealth of Massachusetts a series of legislative recommendations designed to address the problems identified in the Decision '90 process. Attachment E is a copy of the 24 specific legislative proposals and is specifically made a part of this report.

CONCLUSION

The Department of Personnel Administration has dedicated itself over the last seven and one half years to finding solutions to problems in the personnel system. DPA has systematically reviewed all aspects of the merit system of Personnel Administration within the Commonwealth. In spite of the diminished financial resources and the fact that DPA has half the staff it had when it began this effort, the Department is committed to making the civil service system work for the citizens and the public servants of the Commonwealth. The Department of Personnel Administration looks forward to working with the Executive and Legislative Branches in restructuring the merit system of Personnel Administration.

*Department of Personnel Administration
One Ashburton Place, Boston, Ma. 02108*



A PROPOSAL FOR A NEW EXAMINATION PROGRAM
FOR CIVIL SERVICE IN THE
COMMONWEALTH OF MASSACHUSETTS

PREPARED BY
THE
CIVIL SERVICE PROJECT STAFF

DECEMBER 31, 1985

PROPOSAL

It is proposed that the Commonwealth of Massachusetts adopt a new approach to examinations and applicant selection for the merit system. The enclosures present such a proposal in rough outline form along with a specific example of how the concept could be introduced as a set of procedures and an appropriate battery of tests.

Briefly, the concept of a New Examination Program (NEP) would invite state-wide applications for service in a particular occupational grouping. Applicants would enter an eligible pool and would be certified based upon their preferences and their qualifications, as demonstrated by test battery scores and their education and experience data. In this concept, an applicant might be eligible for several titles within an occupational group. Obviously, traditional ways of thinking about title-oriented examinations and eligible lists would have to change.

This concept would draw upon the State Classification Study data base of KSA's, entrance requirements and class specifications and correlate municipal titles to identified occupational groupings. These and other tasks necessary for implementation would engage department resources well beyond the capabilities of the Civil Service Project Staff.

This is a large project designed as a solution to a large problem - how to make the examination program reach all titles and to be able to produce certifications upon demand. Lead time points to possible introduction on July 1, 1987. Factors which favor that date are:

- ° Resolution of titles through collective bargaining.
- ° Proximity in time to court review for the Culbreath consent decree.
- ° A logical time to introduce American Psychological Association (APA) testing standards.
- ° Possible introduction of performance appraisal as a component of promotional examinations.
- ° Start of a new budget cycle.

With regard to these factors, it should be noted that the concept, as presented, applies only to open competitive examinations in the hope that performance appraisal might be developed in the interim as a suitable promotional selection procedure. Lacking such a procedure, this concept can be applied readily to promotional examination requirements.

CONTENTS

- ° Proposal
- ° Enclosure A, Outline of New Examination Program. A graphic description of procedural steps from announcements through certification.
- ° Enclosure B, Example Test Battery Outline. An example of a battery of tests based upon Occupational Group 13 (Budget and Accounting).
- ° Enclosure C, Education and Experience Data. Work-ups of E & E opscannable forms which each applicant would complete.
- ° Enclosure D, Occupational Group 13 Reference Table. A table of coded entries enabling an applicant to describe E & E on the opsan form. This form to accompany the E & E work sheet.
- ° Enclosure E, Major Steps to Implement the New Examination Program.

NEW EXAMINATION PROGRAM

Examination Announcements

Schedule
of
Exams For
Occupational
Groups

- . Probably 1 page
- . Quarterly or Semi-Annually
- . List dates of examinations covering entire occupational group and cut off date for filing.
- . Where to get information on individual occupational group exams.

Info
Brochure
—
Occupational
Group
Exam

- . Description of occupational group including titles.
- . Geographic distribution - state service - cities & towns.
- . Type of exam (written, open comp., test batteries)
- . Concept of establishing qualifications - test battery and education and experience.
- . How to apply and prepare (perhaps tear off application)

Application Procedure

Application

+

\$Fee



DPA



Notice to
Appear for
Exam

- . Application for entry into occ. group - not a title.
- . Procedure & fee similar to current practice.
- . DPA sends E&E work sheet with notice to appear with instruction for completion of form.
- . Applicant must indicate minimum acceptable salary and geographic preferences.
- . Applicant to retain worksheet.

E&E
Work
Sheet

ENCLOSURE A

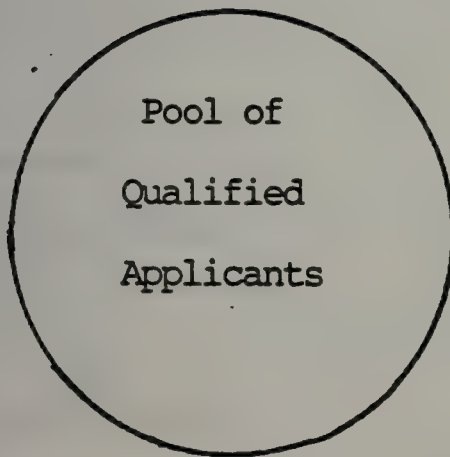
Examination Procedure

<u>Test Battery</u>
I.
II.
III.
IV.
V.

OPSCAN
E&E
FORMS

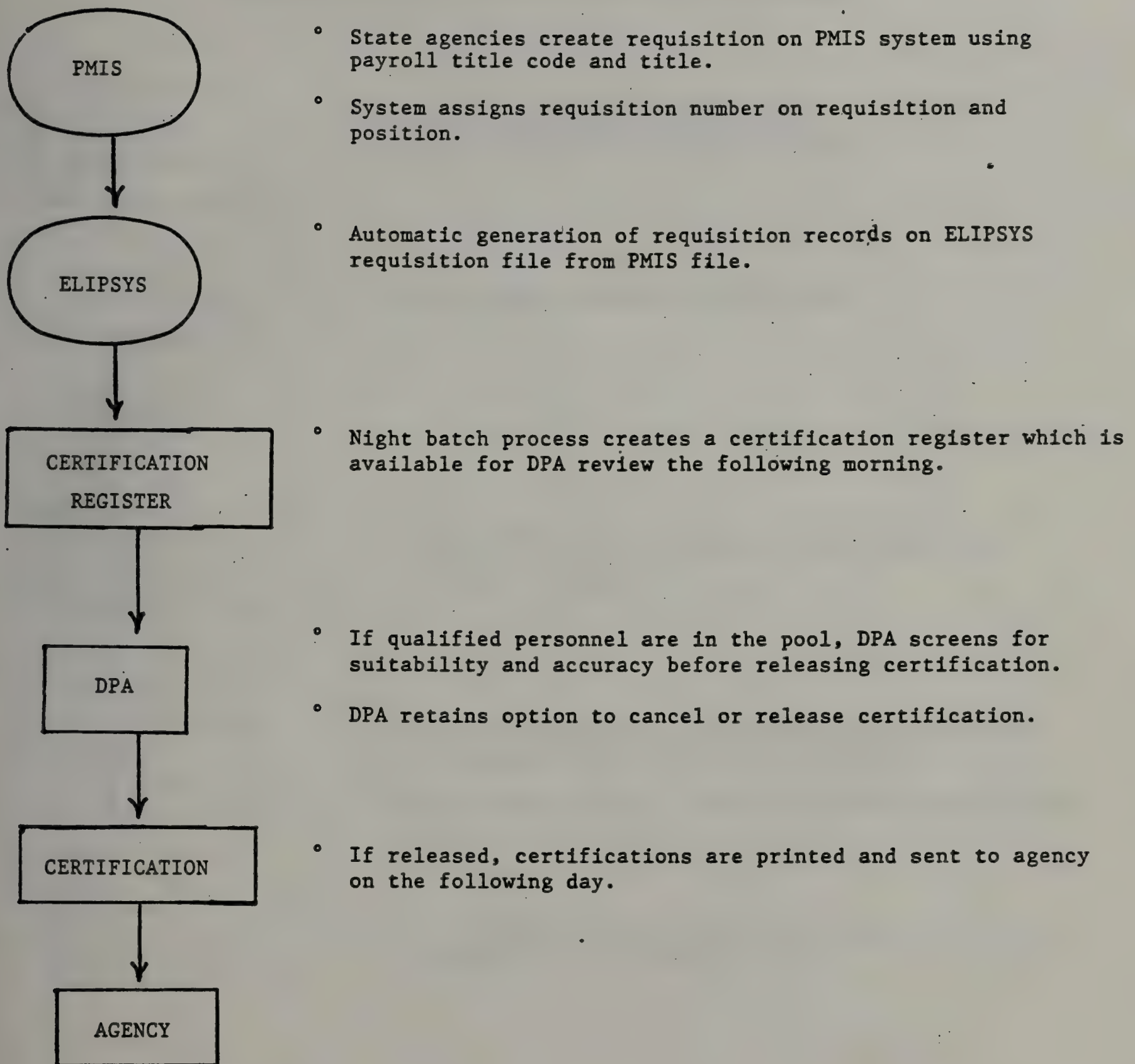
- . Copy E&E data for worksheet to opscannable form.
- . Test Scores and E&E Data Establish highest levels for which an applicant may be qualified for appointment.
- . Lowest levels determined by minimum acceptable salary.

Eligible lists (?)



- . Regard as pool - not as eligible lists
- . Applicants may be qualified for several titles.

STATE AGENCY REQUISITION AND CERTIFICATION PROCEDURES



When qualified personnel are not in the pool, the certification requests would be stored in ELIPSYS and accumulated until qualified personnel are brought into the pool. Position control changes on PMIS will update this information.

Test Battery for Occupational Group 13(Budget and Accounting)

REQUIRED SECTIONS FOR ENTRY INTO OCCUPATIONAL GROUP 13

<u>Examination Section</u>	<u>KSAP's tested</u>	<u>Titles</u>
Part I	Multiple professional occupational group KSAP's	Contract Specialist I-III Grants Management Specialist I-III Local Taxation Specialist
Part II	Accounting Calculations General report writing Read/interpret financial reports, accounts, ledgers Prepare general and financial reports	Accountant I-V Accountant, Bureau of Accounts, DOR, I-V Auditor I-IV Budget Examiner I-III Corporation Analyst Institution Treasurer I-II Tax Examiner I-VI

ADVANCED/SPECIALTY SECTIONS

<u>Examination Section</u>	<u>KSAP's tested</u>	<u>Titles</u>
Part III (Specialty sections)		
- A	Auditing	Auditor I-IV Corporation Analyst Tax Examiner II-VI
- B	Governmental Budgeting	Budget Examiner II-III
- C	Tax Accounting	Accountant, Bureau of Accounts, DOR, II-V Auditor II-IV (Selective certification based on assignment) Corporation Analyst Tax Examiner II-VI
- D	Financial Analysis	Accountant IV-VI (Selective certification based on assignment)
- E	Contract Administration Grants Management	Grants Management Specialist II-III
Part IV	Supervision	Accountant III-IV Auditor IV Contract Specialist III Tax Examiner IV-V
Part V	Organizing work/reporting relationships/assignments	Accountant V Tax Examiner VI

OCCUPATIONAL GROUP 13 REFERENCE TABLE

PART I - OCCUPATIONAL SPECIALTY CODES

(Refer applicants to instructions for completing sections IA through IC of E&E Form)

ACCOUNTING, AUDITING, AND RELATED OCCUPATIONS

0510 - ACCOUNTANT (Mixed specialties or specialty not listed below)

0511 - Cost Accountant

0512 - General Accountant

0513 - Municipal Accountant

0514 - Public Accountant

0515 - State Accountant

0516 - Tax Accountant

0520 - Account Clerk

0542 - Auditor (Mixed specialties or specialty not listed below)

0543 - Field Auditor

0538 - Internal Auditor

0541 - Municipal Auditor

0539 - State Auditor

0525 - Bookkeeper

BUDGET ADMINISTRATION OCCUPATIONS

0560 - Budget Administrator

0561 - Budget Analyst

0562 - Budget Examiner (In a reviewing or examining agency or organization)

CONTRACT AND GRANTS MANAGEMENT OCCUPATIONS

1102 - Contract Manager

1108 - Grants Manager

1165 - Municipal or state federal aid coordinator

Economics Occupations

0110 - Economist

0110 - Labor Market Economist

FINANCE OCCUPATIONS

1164 - BANKER
0570 - BANK EXAMINER

1160 - FINANCIAL ANALYST OR MANAGER (Mixed Specialty or
specialty not listed below)
0504 - Comptroller
0505 - Municipal Comptroller
1130 - Utility Rate Analyst

0527 - MUNICIPAL TAX ADMINISTRATOR (Mixed specialty or specialty
not listed below)
1171 - Assessor
1169 - Collector
0503 - Treasurer

INSURANCE EXAMINATION OCCUPATIONS

0593 - INSURANCE EXAMINER

TAX EXAMINATION OCCUPATIONS

0526 TAX EXAMINER

MISCELLANEOUS OCCUPATIONS

0501 BUSINESS MANAGER OR ADMINISTRATOR
0502 - PUBLIC ADMINISTRATOR
1105 - PURCHASING AGENT
0000 - ALL OTHER OCCUPATIONS NOT LISTED ABOVE

PART II - SPECIAL JOB FUNCTIONS

(REFER APPLICANTS TO INSTRUCTIONS FOR COMPLETING SECTION ID OF E&E FORM)

- SJF 1 = ACCOUNTING
- SJF 2 = ACCOUNTS MAINTENANCE CLERICAL WORK
- SJF 3 = AUDITING
- SJF 4 = ASSESSING
- SJF 5 = BANKING
- SJF 6 = BANK EXAMINATION OR REGULATION
- SJF 7 = BOOKKEEPING
- SJF 8 = BUDGET ADMINISTRATION (Mixed functions or function not listed below)
- SJF 9 = - Monitoring expenditures
- SJF 10= - Preparing budget requests
- SJF 11= BUDGET ANALYSIS
- SJF 12= BUDGET EXAMINATION (In a reviewing or examining agency or organization)
- SJF 13= COMPUTER PROGRAMMING
- SJF 14= COMPUTER SYSTEMS ADMINISTRATION
- SJF 15= COMPUTER SYSTEMS ANALYSIS
- SJF 16= CONTRACT AND GRANTS ADMINISTRATION (Mixed functions or function not listed below)
- SJF 17= - Analysis of contract proposals
- SJF 18= - Analysis of grant applications
- SJF 19= - Contract compliance monitoring and enforcement
- SJF 20= - Contract negotiation
- SJF 21= - Subcontracting
- SJF 22= - Writing contracts
- SJF 23= - Writing grant applications
- SJF 24= ECONOMICS
- SJF 25= FINANCIAL ANALYSIS OR MANAGEMENT
- SJF 26= INSURANCE EXAMINATION OR INSURANCE INDUSTRY REGULATION
- SJF 27= LABOR-MANAGEMENT RELATIONS
- SJF 28= LABOR MARKET ECONOMICS
- SJF 29= MUNICIPAL TAX ADMINISTRATION
- SJF 30= PERSONNEL MANAGEMENT
- SJF 31= PROGRAM MANAGEMENT
- SJF 32= PROJECT MANAGEMENT
- SJF 33= PURCHASING
- SJF 34= RESEARCH
- SJF 35= STATISTICS
- SJF 36= TAX EXAMINATION
- SJF 37= TEACHING OR TRAINING
- SJF 38= WRITING (Mixed functions or function not listed below)
- SJF 39= - Fiscal report writing
- SJF 40= - General writing
- SJF 41= - Technical writing

MAJOR STEPS TO IMPLEMENT THE NEW EXAMINATION PROGRAM

Listed below are the major steps necessary to implement the proposal for a New Examination Program. They are ordered approximately as they should occur along with the nature of associated costs.

	<u>NATURE OF COST</u>
° Seek supporting legislative changes	NONE
° Fully define occupational groupings.	Staff time - Examiners and Personnel Analysts
° Develop common reference basis for state and municipal titles.	Staff time - Examiners and Personnel Analysts
° Print new forms.	NCS purchase of opscan forms. Central Reproduction costs for E & E work sheets and brochures.
° Conduct pilot test.	Normal costs.
° Automate test item bank.	Three microcomputers. Staff time - Examiners.
° Prepare test battery booklets for each occupational group (concurrently with test item bank automation).	Staff time - Examiners. Normal consultant costs.

NEW EXAMINATION PROGRAM PROPOSAL

I. Overview

The New Examination Program is based on a multiple title test battery approach wherein applicants may qualify for a number of titles by taking a single examination. Open and promotional examinations are combined for testing purposes, with some differences between them in the application and certification processes. Examinations also combine state and municipal titles. Public safety titles are not included, although this approach could be adopted to public safety examinations in the future.

The group of related titles in a single examination is called an occupational field. Occupational fields are loosely based on the approximately 50 occupational groups identified in the statewide classification study. An occupational group consists of all jobs related to a major activity area such as engineering, accounting, social work, etc. Occupational fields typically divide the titles in an occupational group into an entry-level occupational field and one or more advanced-level occupational fields. The exact number is based on the number of test battery sections required to adequately measure the major knowledges required by each title in the occupational field. Assuming 25 test items per section, the number of sections required sets a practical limit on the number of titles that may be combined in an occupational field. An applicant opting to take all test battery sections in order to qualify for all titles in the occupational field would take an examination consisting of up to 200 items, or eight test battery sections.

Once initial occupational field groupings have been identified and the number of separate examinations to be held is known, all examinations may be scheduled on a cyclical basis over a two or three year period covering all Civil Service titles. Therefore, the examination program need no longer be requisition-driven. Instead, there will be a standing eligible pool consisting of all applicants who passed the written test for one or more titles in an occupational field. The eligible pool will consist of eligible subpools, consisting of all applicants who passed the test battery sections for all titles with identical written test battery requirements. See sections IIA and IIB for test battery examples with several titles requiring the same sections.

Since titles in an occupational field may include several levels within the same discipline, and applicant passing the written test for a higher title may automatically qualify for a lower title in which he or she is not interested. Consequently, applicants minimum salary requirements (open examinations) and current Civil Service titles (promotional examinations) would be used to establish the lowest levels for which the applicants should be placed on certifications.

Over the first New Examination Program cycle, subpools will be established for all titles for which there are applicants. Requisitions may then be entered into ELIPSYS, either on-line via PMIS for state agencies or keyed in for municipalities. The requisition entry will cause ELIPSYS to access the correct subpool and generate an eligible list. Instead of a period of up to several years for appointing authorities to identify their needs on a requisition and for DPA to schedule, develop, administer and score an examination, the New Examination Program should be able to produce an eligible list within several days after receipt of a requisition.

Although placing the requisition process after the examination suggests the elimination of appointing authorities' involvement in identifying the qualifications required for positions within their jurisdictions, the New Examination Program design emphasizes appointing authority input at several steps in the process. First, state class specifications and Forms 30 submitted by state and municipal appointing authorities, all based on actual work assignments, will serve as the primary sources of job content information for initial identification of test battery sections by title in each occupational field.

Second, appointing authorities' input on revisions needed in these test battery groupings will be requested in the poster review stage to ensure that the qualifications required for each title reflect the needs of each jurisdiction. At the same time appointing authorities will be asked to identify all potential special certification requirements based on variations in job content from position to position within each class title. The Bureau of Selection will work with appointing authorities to ensure that the final identification of test battery sections and allowable special certification requirements by title are valid in terms of merit system principles.

Information collected from applicants on special job functions in which they have experience can then be used in conjunction with eligible subpools to produce certifications tailored to the unique job content-based requirements coded on requisitions for specific positions. Because a coding system has been recommended that will interrelate test battery sections, special job functions, licenses, class titles, and special certification requirements on requisitions, there will be a potential for identifying qualified applicants in a variety of ways without increasing manual processing time. See sections IIA and IIB for test battery examples, section IIC for common coding of state and municipal titles and test battery sections, and section IID for related coding of special job functions, licenses, and special certification requests.

Increased appointing authority discretion at the interview and appointment stage, in addition to increased special

certification capability, is recommended in place of scored training and experience as a second component of promotional examinations. First, ELIPSYS will reference PMIS for state positions and the Municipal Records System for municipal positions when producing promotional certifications to eliminate candidates who lack one year's service after certification in the promotional unit. The Clause II eligibility requirements for the title will be printed on the certification. This parallels the printing of entrance requirements on open certifications for appointing authority determination of eligibility pursuant to Chapter 527, Acts of 1985. Within merit system - based guidelines provided by DPA, appointing authorities will select titles within their promotional units which may be used for establishing Clause I eligibility (attaching a list of such titles to the certification returned to DPA), and determine the eligibility of candidates on the certification who are ineligible under Clause I.

With the implementation of an employee performance evaluation system, satisfactory performance evaluation may be used as an additional criterion for promotional eligibility. The appointing authority will identify any employee on a promotional list bypassed due to unsatisfactory performance during the most recent evaluation period. Upon receipt of the returned certification, DPA will flag the employee's record for exclusion from subsequent promotional certifications for a specified period of time, such as one additional evaluation period, or less if requested by the appointing authority due to improved performance. The employee's subpool eligibility for open certifications would be retained.

Finally, an agency promotional procedure for higher titles in a subpool where multiple levels in a series have identical written test battery sections would replace the requisition and certification process for such titles. See sections IIA and IIB for the written test battery section requirements for titles in the following example. When an applicant has been appointed from an eligible subpool (or its predecessor under the current system) to an Accountant III (state) or Senior Accountant (municipal) position, that applicant has also passed the written examination for Accountant IV - V, Principal Accountant, and Chief Accountant. Additional qualifications required for the higher titles, which were so classified based more on higher organizational responsibility than additional technical job content, are typically those inadequately measured by a written test instrument, such as ability to coordinate several work activities to achieve a broader work objective, ability to exercise judgement in the absence of clear-cut guidelines or precedents, etc. The candidate's proficiency in such areas should be more readily identified at the agency level. Although the various options for an agency procedure have not been fully explored, an oral panel interview approach based on merit system guidelines

provided by DPA has been suggested. Development of this or any other in-house promotional procedure must, of course, consider merit system principles, EEO/affirmative action goals, and protection of employees' rights to fairness and objectivity.

Another potential of the New Examination Program that has not been examined from all viewpoints is the duration of subpool eligibility. The former restriction to a two-year period has been modified by Chapter 527. Given the elimination of the automatic two-year expiration date of eligible lists; a test-battery approach enabling an applicant to qualify for several titles, including successive levels in a series, from one examination; the concept of accessing a subpool to produce a certification upon receipt of a requisition, which may not be for some time after the examination; and application of ELIPSYS list-merging capability to subpools, increased flexibility seems warranted.

In those occupational fields without rapid technological change or substantial changes in job content, it may be possible to continuously merge subpools over several examination cycles. This assumes that new ELIPSYS programming provides for consideration of location preferences, performance evaluation flags, and current Civil Service tenure in producing usable certifications. In this way, applicants will not have to take several examinations on the same subject matter while ensuring access to outside applicants on a regular basis.

A third area in which additional discussion is advisable is the promotional application procedure. The New Examination Program proposal calls for promotional applications filed through appointing authorities. This would enable the use of completely opscannable application forms which would reduce DPA's data entry workload. This is impractical if applications must be mailed in to DPA. Although the agency filing procedure would increase workload at the agency level, this may be offset by allowing appointing authorities to know which employees have filed for every examination. Therefore, interim provisional promotions could observe many collective bargaining provisions requiring priority for applicants who have taken Civil Service examination for which lists have not been established.

Once all options have been weighed and the model is finalized, a number of benefits may be achieved. First, DPA's examination development and administration workload may be greatly reduced. Second, responsiveness to appointing authorities' needs may be increased in terms of both examination content and speed. Finally, the number of separate examinations applicants must take in order to qualify for a variety of titles at various levels would be greatly reduced.

II. Test Battery Example

A. Occupational Group 13 (Accounting, Auditing, Budget, Tax, and related titles) breakdown by occupational fields and test battery sections.

Occupational Field Number and Title	Contents of Test Booklet Sections	Test Booklet Section Number	Corresponding Exam. Section Code(Item Bank)
130-Entry Level Accounting, Auditing, Budgeting and Tax Examination Titles	Multiple-Field Professional KSAP'S (Report Writing, Mathematical Calculations)	130 - IA	1001A
	Accounting - Entry Level	130 - 1A	0510A
	Governmental Accounting-Entry Level	130 - IIA	0514A
	Auditing - Entry Level	130 - IIB	0541A
131 - Advanced Level Accounting, Auditing, Budgeting, and Related Titles	General Accounting	131 - IA	0510B
	Governmental Accounting	131 - IB	0514B
	Auditing	131 - IC	0541B
	Financial Analysis & Management	131 - ID	1160B
	Governmental Budgeting	131 - IE	0560B
	Ability to Supervise	131 - IIA	0340A
	Principles & Practices of Supervision	131 - IIB	0340B
132 - Advanced Level Tax Examining, Tax Auditing, and Related Titles	Tax Accounting	132 - IA	0512B
	Tax Auditing	132 - IB	0592B
	Tax Examining and Application of Tax Laws	132 - IC	0526B
	Financial Analysis and Management Related to Taxes	132 - ID	1161B
	Ability to Supervise	131 - IIA	0340A
	Principles & Practices of Supervision	131 - IIB	0340B

IIB. Occupational Group 13 titles by test battery section.
 (See section IIA for content of test sections).

APPLICANTS FOR THESE TITLES

TAKE THESE SECTIONS

TO GET INTO THESE SUBPOOLS

OCCUPATIONAL FIELD 130	IA	IB	IIA	IIB	
Accountant I	X	X			} → Multiple-Title Subpool
Junior Accountant	X	X			
Budget Examiner I	X	X			
Institution Treasurer I	X	X			
Tax Examiner I	X	X			
Accountant, Bureau of Accounts, DOR I	X	X	X		} → 1-Title Subpool
Auditor I	X	X		X	→ 1-Title Subpool

OCCUPATIONAL FIELD 131	IA	IB	IC	ID	IE	IIA	IIB	
Accountant II	X					X		} → Multiple-Title Subpool
Accountant	X					X		
Institution Treasurer	X					X		
Accountant III-V	X						X	} → Multiple-Title Subpool
Senior Accountant	X						X	
Principal Accountant	X						X	
Chief Accountant	X						X	
Accountant, Bur. of Accts., DOR II		X		X		X		→ 1-Title Subpool
Accountant, Bur. of Accts., DOR III - IV		X	X	X			X	} → Multiple-Title Subpool
Town Accountant		X	X	X			X	
Auditor II	X		X					→ 1-Title Subpool
Auditor III	X		X			X		→ 1-Title Subpool
Auditor IV	X		X				X	→ 1-Title Subpool
Budget Examiner II		X			X			→ 1-Title Subpool
Budget Examiner III		X			X	X		→ 1-Title Subpool
Business Management Specialist				X	X		X	→ 1-Title Subpool

OCCUPATIONAL FIELD 132	IA	IB	IC	ID	IIA	IIB	
Corporation Analyst	X	X	X	X			→ 1-Title Subpool
Local Taxation Specialist			X		X		→ 1-Title Subpool
Tax Auditor I	X	X	X				→ 1-Title Subpool
Tax Auditor II	X	X	X		X		→ 1-Title Subpool
Tax Auditor III	X	X	X			X	→ 1-Title Subpool
Tax Examiner II	X		X				→ 1-Title Subpool
Tax Examiner III	X		X		X		→ 1-Title Subpool
Tax Examiner IV - VI	X		X			X	→ Multiple-Level Subpool

TOTALS: 36 Titles

3 Examinations

21 Subpools

IIC. Common Reference Coding of Titles Related to Test Battery Sections
(NOTE: Not all Municipal Titles Have Been Identified)

(State Title - Corresponding Municipal Title)*	Common Class Code	Takes the Following Test Booklet Sections - (Corresponding Examination Codes)
Accountant I (Junior Accountant)	0510A	130-IA (1001A), 130-IB (0510A)
Accountant II (Accountant)	0510B	131-IA (0510B), 131-IIA (0340A)
Accountant III (Senior Accountant)	0510C	131-IA (0510B), 131-IIB (0340B)
Accountant IV (Principal Accountant)	0510D	
Accountant V (Chief Accountant)	0510E	
Accountant, Bur. of Accts., DOR I	0514A	130-IA (1001A), 130-IB (0510A), 130-IIA (0514A)
Accountant, Bur. of Accts., DOR II	0514B	131-IB (0514B), 131-ID (1160B), 131-IIA (0340A)
Accountant, Bur. of Accts., DOR III	0514C	131-IB (0514B), 131-IC (0541B), 131-ID (1160B), 131-IIB (0340B)
Accountant, Bur. of Accts., DOR IV (Town Accountant)**	0514D	
Auditor I	0541A	130-IA (1001A), 130-IB (0510A), 130-IIB (0541A)
Auditor II	0541B	131-IA (0510B), 131-IC (0541B)
Auditor III	0541C	131-IA (0510B), 131-IC (0541B), 131-IIA (0340A)
Auditor IV	0541D	131-IA (0510B), 131-IC (0541B), 131-IIB (0340B)
Budget Examiner I	0560A	130-IA (1001A), 130-IB (0510A)
Budget Examiner II	0560B	131-IB (0514B), 131-IE (0560B)
Budget Examiner III	0560C	131-IB (0514B), 131-IE (0560B), 131-IIBA (0340A)
Business Management Specialist	0505B	131-ID (1160B), 131-IE (0560B), 131-IIB (0340B)
Corporation Analyst	0594B	132-IA (0512B), 132-IB (0592B), 132-IC (0526B), 132-ID (1161B)
Institution Treasurer I	0504A	130-IB (1001A), 130-IB (0510A)
Institution Treasurer II	0504B	131-IA (0510B), 131-IIA (0340A)
Local Taxation Specialist	0595B	132-IC (0526B), 131-IIA (0340A)
Tax Auditor I	0592A	132-IA (0512B), 132-IB (0592B), 132-IC (0526B)
Tax Auditor II	0592B	132-IA (0512B), 132-IB (0592B), 132-IC (0526B), 132-IIA (0340A)
Tax Auditor III	0592C	132-IA (0512B), 132-IB (0592B), 132-IC 0526B), 132-IIB (0340B)
Tax Examiner I	0526A	131-IA (1001A), 130-IB (0510A)
Tax Examiner II	0526B	132-IA (0512B), 132-IC (0526B)
Tax Examiner III	0526C	132-IA (0512B), 132-IC (0526B), 132-IIA (0340A)
Tax Examiner IV	0526D	132-IA (0512B), 132-IC (0526B), 132-IIB (0340B)
Tax Examiner V	0526E	
Tax Examiner VI	0526F	

*Additional Munclass Titles such as City Auditor Series could be added to this example.

**Current Munclass Code is 0541D

IID.1 Coding of Licenses, Special Job Functions, Special Certification Requests

LICENSES, CERTIFICATIONS, AND REGISTRATIONS

(Refer applicants to instructions for completing Section III of Supplemental Data Form)

051 Certified Public Accountant

SPECIAL JOB FUNCTIONS

(Refer applicants to instructions for completing Section IV of Supplemental Data Form)

0510 ACCOUNTING
0520 ACCOUNTS MAINTENANCE CLERICAL WORK
0541 AUDITING
1171 ASSESSING
1164 BANKING
0570 BANK EXAMINATION OR REGULATION
0525 BOOKKEEPING
0560 BUDGET ADMINISTRATION (Mixed functions or function not listed below)
- 0563 Monitoring expenditures
- 0564 Preparing budget requests
- 0561 Budget analysis
- 0562 Budget examination (In a reviewing or examining agency or organization)
0334 COMPUTER PROGRAMMING
0330 COMPUTER SYSTEMS ADMINISTRATION
0331 COMPUTER SYSTEMS ANALYSIS
1108 CONTRACT AND GRANTS ADMINISTRATION (Mixed functions or function not listed below)
- 1109 Analysis of contract proposals
- 1110 Analysis of grant applications
- 1111 Contract compliance monitoring and enforcement
- 1102 Contract negotiation
- 1112 Subcontracting
- 1113 Writing contracts
- 1114 Writing grant applications
0110 ECONOMICS
1160 FINANCIAL ANALYSIS OR MANAGEMENT
0593 INSURANCE EXAMINATION OR INSURANCE INDUSTRY REGULATION
0230 LABOR-MANAGEMENT RELATIONS
0111 LABOR MARKET ECONOMICS
0527 MUNICIPAL TAX ADMINISTRATION
0201 PERSONNEL MANAGEMENT
0340 PROGRAM MANAGEMENT
0339 PROJECT MANAGEMENT
1105 PURCHASING
0345 RESEARCH
1530 STATISTICS
0526 TAX EXAMINATION
0235 TEACHING OR TRAINING
1086 WRITING (Mixed functions or function not listed below)
- 0509 Fiscal report writing
- 1082 General writing
- 1083 Technical writing

IID.1 Coding of Licenses, Special Job Functions, Special Certification Requests

LICENSES, CERTIFICATIONS, AND REGISTRATIONS

(Refer applicants to instructions for completing Section III of Supplemental Data Form)

051 Certified Public Accountant

SPECIAL JOB FUNCTIONS

(Refer applicants to instructions for completing Section IV of Supplemental Data Form)

0510 ACCOUNTING
0520 ACCOUNTS MAINTENANCE CLERICAL WORK
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0201 PERSONNEL MANAGEMENT
0340 PROGRAM MANAGEMENT
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1105 PURCHASING
0345 RESEARCH
1530 STATISTICS
0526 TAX EXAMINATION
0235 TEACHING OR TRAINING
1086 WRITING (Mixed functions or function not listed below)
- 0509 Fiscal report writing
- 1082 General writing
- 1083 Technical writing

NEW EXAMINATION PROGRAM HIGHLIGHTS - 7/28/86

I. GIVE EXAMINATIONS BY OCCUPATIONAL FIELD FOR NON-PUBLIC SAFETY TITLES

- A. The test battery approach allows coverage of all titles for which written examinations are needed in a 2-year cycle.
- B. Applicants may qualify for several titles by taking one examination.
- C. Most municipal titles can be included in the examinations developed for state titles. Exceptions may be included in the separate municipal testing program being developed in the Division of Information Services. (Job content information gathered in that process may develop a basis for incorporating those titles into NEP in subsequent NEP cycles.)

II. CONCENTRATE DPA EFFORTS WHERE TESTING IS MEANINGFUL

- A. Test applicants on major job knowledges needed at the entry level of each class series and only where substantial advanced knowledge is first required above the entry level. These are the "transitional levels" of class series.
- B. All other levels of class series require increasing proficiency in applying the knowledges already tested, not substantial new knowledge. These are the "proficiency levels" of class series. Measure whether promotional candidates have acquired the necessary proficiency through performance evaluation and promotional eligibility. Within the conditions of satisfactory performance and promotional eligibility, give the appointing authority discretion in making these promotions on a noncompetitive basis.
- C. Where there are 2N+1 or fewer candidates qualified for promotion to an advanced transitional level the appointing authority can pick from the whole list, so why bother giving a written test? Use the same procedure described above in 'B' for proficiency levels.
- D. The agency-based promotional procedure gives full discretion to the appointing authority in deciding who should be promoted, when, and whether to promote anyone at all. It can't be automatic for everyone qualified by PE and promotional eligibility since the appointing authority must consider agency program needs, proper classification, budget restrictions, and EEO requirements. In giving this discretion to appointing authorities DPA must accept some risk of challenge that merit principles are being violated. This risk is reduced by the following:

1. Candidates eligible for noncompetitive promotion achieved that eligibility as a result of competitive examinations.
2. Written examinations for advanced transitional levels provide a means for ranking candidates when there's a basis for ranking, i.e., substantial new knowledge. The ranking is moot for 2N+1 or fewer candidates.
3. Incorporate collective bargaining provisions related to promotions but apply these to both bargaining unit and exempt employees. This should respect and make use of the fairness protections built into union contracts without making the merit system subordinate to collective bargaining. Unions should accept this.
4. Require that appointing authorities do not create adverse impact by violating the "four-fifths rule" when selecting from qualified candidates including members of protected groups. Even if there is a legal challenge the courts have not been acting in the absence of adverse impact.

III. GIVE REALISTIC INFORMATION TO APPLICANTS

The examination brochure for an occupational field should be a complete package including easily understood information on how to apply, what to expect, some estimate of how many vacancies there will be and where (but clearly explaining the changes that can arise), salary ranges, rights, responsibilities, the special and selective certification mechanisms, etc.

IV. HELP CANDIDATES PLAN THEIR CAREER PATHS

- A. Where a written test will be given for a transitional level class, give that test once per cycle and apply it to all competitive situations. Candidates competing on an open competitive basis must still pay a fee, but it's the same examination that promotional candidates take. When a candidate sees an announcement for an occupational field examination covering titles in which he or she is interested, there should be no confusion about whether that is the right examination to take. (Compare this to Sections 7-11 of Chapter 31.)
- B. Include a "Pathfinder" section in the examination brochure. The goal is to help candidates identify current and future career path options available to them. Our current terminology for four basic career paths includes:
 1. Entry path (open competitive)
 2. Competency path (departmental promotional)
 3. Mobility path (interagency and inter-career ladder promotions)
 4. Lateral path (lateral transfers)

- C. Remove arbitrary barriers to employee growth and mobility by allowing retention of accrued seniority (length of service credit) for mobility path and lateral path candidates.
- D. The chart in Attachment I shows the conceptual framework for Pathfinder. The example uses a hypothetical class series "XYZ I-V". Classes "XYZ I and II" would be banded with related classes into occupational field "ABC - Entry." Classes XYZ III-IV would be banded with related classes into occupational field "ABC - Advanced" if the number of competency path candidates eligible for promotion to XYZ III exceeds $2N+1$, 'N' being the number of vacancies when the decision is made. (Case I)
- E. If a title is unique to a departmental promotional unit and the number of competency path candidates eligible for promotion to XYZ III is less than or equal to $2N+1$, the "ABC - Entry" examination includes the entire class series XYZ I-V.
- F. Cases I and II should be determined from DPA records as early as possible to form the basis for the examination schedule in any year.
- G. Case III applies to titles appearing in more than one departmental unit. In the poster/brochure review stage, an appointing authority would notify DPA if the number of competency path candidates eligible for promotion to XYZ III does not exceed $2N+1$. The advanced level examination would still be held, but that agency would be authorized to make promotions based on performance evaluation and eligibility. Employees in that departmental unit would not have to take the advanced level examination unless they wished to compete as entry or mobility path candidates for XYZ III.
- H. If the Case III situation is not identified before the examination, the appointing authority may still make PE - based promotions and notify DPA not to issue a certification from the entry path candidates in the subpool.
- I. Another idea related to Pathfinder which should be explored is the future development of a Pathfinder program available on-line in all agencies.

V. BE RESPONSIVE TO AGENCY NEEDS

- A. The New Examination Program provides for collecting precise information from appointing authorities on test content and potential selective certification needs. The recommended coding structure allows the collection of opscannable applicant data that may be matched to authorized selective certification requests from appointing authorities on ELIPSYS.

- B. The automated process whereby provisional appointments and requisitions entered into PMIS or MRPS triggers the generation of a certification should be fast. The only eligibility screening done by DPA should be a check by ELIPSYS into PMIS/MRPS records to screen candidates in a subpool for one year after certification in the promotional unit when issuing a competency path certification. All other eligibility screening/verification will be done by the appointing authority. The only exceptions to this are the case of selective certifications described in A, above, or special certifications.

NEW EXAMINATION PROGRAM OPTIONS

The New Examination Program glossary and charts show various options under consideration as part of the New Examination Program. These options are based on the following assumptions:

- A. In many class series the qualifications required for advancement to certain levels ("proficiency levels") are based on increased proficiency and skill and not on acquisition of any major new knowledges not included in the written examination the employee took for a lower level in the series. Performance evaluation conducted in the agency should be used to determine whether the candidate has acquired the necessary proficiency.
- B. Promotions to proficiency-level positions should be non-competitive to allow employees to advance at their own rates of development.
- C. Employees not promoted based on performance evaluation may still compete on written examinations as open competitive candidates or on unassembled examinations as interagency promotional candidates for appointment to proficiency-level positions. Employees with the required education and experience may also compete on written examinations as candidates for promotion to the next level that requires a written examination and has no non-competitive option because new knowledges are required ("transitional level").
- D. The non-competitive option is not intended as a means of excluding any employee from competing for promotion, as shown by the availability of other options described in "C" above. It is intended to facilitate advancement at the same rate that most employees develop their expertise. We hope to further increase opportunities for non-competitive promotion for state employees by recommending a new position scheduling process to the legislature wherein positions may be authorized at multiple levels. Using the examples in the "Proficiency Levels in a Career Ladder" charts, positions would be authorized as "XYZ I-II", "MNO I-II", etc. Legislative control over expenditures would be retained through budgetary limits and maximum percentages of positions that may be filled at the highest levels.
- E. The various options described above demonstrate that there are different paths employees may take in seeking advancement and new assignments. These career paths include:
 1. The Entry Path for open-competitive candidates for any title.

2. The Competency Path for departmental promotional candidates which includes the option for non-competitive promotions to proficiency-level positions.
3. The Mobility Path for interagency promotional candidates which includes the option for competitive unassembled examinations for promotion to proficiency-level positions and results in no loss of seniority.
4. The Lateral Path for interagency transfer candidates which results in no loss of seniority.

We hope to develop the "Pathfinder" concept into a means by which any employee may find out how to get from their current title and agency to another. This could be accomplished as part of the examination brochure, showing paths between all titles in the same and related occupational fields. This could be further expanded to a computer program for use by employees in any location with a terminal. The goal of the Pathfinder concept is to increase, identify, and remove barriers to the pursuit of opportunities available to employees and applicants.

July 1, 1986

NEW EXAMINATION PROGRAM GLOSSARY

ADVANCED LEVEL EXAMINATION	An examination for all titles in an advanced level occupational field.
ADVANCED LEVEL OCCUPATIONAL FIELD	Titles in one or more related class series which the Personnel Administrator determines require a substantial set of advanced knowledges, skills, and abilities in addition to those required at the apprentice levels of the same series and all titles in one or more related series of titles which the Personnel Administrator determines require an equivalent level of knowledge, skill, and ability and a minimum amount of work experience for which education may not be substituted.
APPRENTICE LEVEL CLASS	The lowest level in a class series in which an employee learns to apply the basic knowledges, skills, and abilities required at hire and acquires knowledge of related laws, rules, regulations, policies, procedures, and accepted practices.
CAREER LADDER	One or more series of classes assigned substantially the same kind of work at progressively increasing levels of responsibility and through which an employee may expect to advance upon demonstration of increased job knowledge, proficiency, skill, and and expertise.
CAREER PATH	Appointments, promotions, other changes in class title, and changes in departmental unit which an employee or candidate may pursue.
CLASS	All positions assigned the same authorized title in a municipal and/or in the state classification plan.
CLASS SERIES	A vertical grouping of classes whose titles are differentiated solely by level within the series, require a common set of basic knowledges, skills, and abilities, and, at each level, provide experience through which competent employees may acquire whatever additional knowledges, skills, and proficiency are needed for advancement to the next level.

COMPETENCY PATH	A vertical path for advancement up a career ladder available to employees who have served in the departmental unit as Civil Service employees for at least one year immediately preceding the date of certification for a transitional level position or the date of advancement to a proficiency level position and demonstrate the job knowledge, skill, proficiency, and expertise required for promotion through whatever test battery and/or step examination components of competitive examinations for transitional level positions or of non-competitive examinations for proficiency level positions that the Personnel Administrator determines to be appropriate. Competency path promotions shall take precedence over mobility path promotions and entry path appointments.
COMPETITIVE EXAMINATION	An examination including test battery and/or step examination components that the Personnel Administrator determines may be used to rank candidates in an eligible subpool in order of their standings.
ELIGIBLE POOL	A pool, established by the Personnel Administrator pursuant to the Civil Service Law and Rules, of candidates who have passed the examination for one or more titles included in a competitive examination for an occupational field.
ELIGIBLE SUBPOOL	That portion of the eligible pool consisting of candidates who have passed the examination for all titles in an occupational field with identical test battery and/or step requirements and from which certifications are made to appointing authorities to fill positions in the official service.
ENTRANCE REQUIREMENTS	The prerequisites which an applicant must satisfy as of the date of certification to be eligible for appointment to a position.
ENTRY LEVEL EXAMINATION	An examination for all titles in an entry level occupational field.
ENTRY LEVEL OCCUPATIONAL FIELD	Titles in one or more related class series from the apprentice level to, but not including, the transition point at which the Personnel Administrator determines a substantial set of advanced knowledges, skills, and abilities is required in addition to those required at the apprentice levels of the same series.

ENTRY PATH

A competitive horizontal path for original appointment to a port of entry position available to candidates who demonstrate the job knowledge, skill, proficiency, and expertise required for appointment through whatever test battery and/or step examination components the Personnel Administrator determines to be appropriate.

JOURNEYMAN LEVEL

The first level in a class series above the apprentice level in which an employee is expected to have acquired, and may apply as a group leader, practical job knowledge and proficiency in applying the basic knowledges, skills, and abilities of the class series. This may be the first level in a series in which the apprentice level is in another related series and may be combined with the master level.

LATERAL PATH

A non-competitive horizontal path for transfer between classes and departmental units to a position with identical test battery and/or step examination requirements when filled from a competitive examination which is available to any tenured civil service employee with approval of the appointing authority or authorities and prior notification to the Personnel Administrator, which shall not affect the date used to compute the employee's length of service immediately prior to the transfer, and which may take precedence over a certification issued as a result of a competitive examination at the request of the appointing authority.

MASTER LEVEL

The first level in a class series in which an employee is expected to have acquired, and may apply as a first level supervisor, a mastery of practical job knowledge and the application of the basic knowledges, skills, and abilities of the class series and has acquired a substantial set of advanced knowledges, skills, and abilities.

MOBILITY PATH	A competitive vertical path for promotion between career ladders and/or departmental units available to employees who have served as Civil Service employees for at least one year immediately prior to the date of certification and who demonstrate the job knowledge, skill, proficiency, and expertise required for promotion through whatever test battery and/or step examination the Personnel Administrator determines to be appropriate, which shall not affect the date used to compute the employee's length of service immediately prior to the promotion, and which may take precedence over entry path appointments at the request of the appointing authority.
NON-COMPETITIVE EXAMINATION	An examination including step examination components established by the Personnel Administrator that may be used as a basis for lateral path transfers and competency path promotions to proficiency level positions.
PORT OF ENTRY POSITION	Any class to which an employee receives an original appointment.
PROFICIENCY LEVEL	Any class requiring knowledges, skills, and abilities differing from the requirements of the next lower class in the same series only on the basis of proficiency, skill, and expertise but not requiring a substantial set of new knowledges, skills, and abilities in addition to those required in the next lower class. Proficiency level positions may be filled through non-competitive examinations of competency path candidates.
STEP (SKILL, TRAINING, EXPERIENCE, AND PROFICIENCY) EXAMINATION	Non-written examination components such as entrance requirements, training and experience, and performance evaluation that may comprise all of a non-competitive examination and all or part of a competitive examination.
TEST BATTERY EXAMINATION	The written examination component of a competitive examination consisting of sections that, in various combinations, measure the major knowledges, skills, and abilities required for each title in an entry level or advanced level occupational field.
TRANSITIONAL LEVEL	Each level of a career ladder in which a substantial set of new knowledges, skills, and abilities is required in addition to those required at the next lower level in the career ladder.

PROFICIENCY LEVELS	LEVELS OF THESE CLASSES	KNOWLEDGES, SKILLS, ABILITIES, AND PROFICIENCY REQUIRED	LEVEL OF PROFICIENCY BEYOND NEXT LOWER LEVEL REPRESENTED BY THESE KSA'S	TRANSITIONAL AND PROFICIENCY LEVELS
CLASSES IN EACH OF THE THREE SERIES IN THIS CAREER LADDER				
MNO II	SPECIALIZED MASTER - SUPERVISOR	PROFICIENCY IN APPLYING KSA'S OF ADVANCED SPECIALTY GAINED THROUGH EXPERIENCE IN THE ADVANCED SPECIALTY	INCREASING PROFICIENCY IN MNO I-II CLASS SERIES KSA'S	PROFICIENCY LEVEL - ADVANCED SET OF KSA'S - OCCUPATIONAL FIELD "ABC - ADVANCED"
MNO I (SAME LEVEL AS XYZ I - BRANCHES FROM XYZ SERIES)	SPECIALIZED MASTER	KNOWLEDGE OF PRINCIPLES AND PRACTICES OF AN ADVANCED SPECIALTY ACQUIRED IN XYZ I-II CLASS SERIES AND BRANCHING FROM IT	SUBSTANTIAL SET OF NEW KSA'S (MNO I-II CLASS SERIES = ADVANCED SPECIALTY KSA'S)	TRANSITIONAL LEVEL - ADDITIONAL SET OF ADVANCED KSA'S - OCCUPATIONAL FIELD "ABC - ADVANCED"
XYZ IV	3RD LEVEL SUPERVISOR OR 2ND LEVEL SPECIALIST - SUPERVISOR	MASTERY OF ADVANCED KSA'S OF XYZ I-II CLASS SERIES AND SUPERVISORY/ADMINISTRATIVE SKILLS GAINED THROUGH ADDITIONAL EXPERIENCE	INCREASING PROFICIENCY IN ADVANCED KSA'S OF XYZ I-II CLASS SERIES	PROFICIENCY LEVEL - ADVANCED KSA'S - OCCUPATIONAL FIELD "ABC - ADVANCED"
XYZ III	2ND LEVEL SUPERVISOR OR 1ST LEVEL SPECIALIST - SUPERVISOR	INCREASING PROFICIENCY IN ADVANCED KSA'S OF XYZ I-II CLASS SERIES AND SUPERVISORY/ADMINISTRATIVE SKILLS GAINED THROUGH SUPERVISORY OR PROGRAM SPECIALTY ASSIGNMENT	INCREASING PROFICIENCY IN ADVANCED KSA'S OF XYZ I-II CLASS SERIES	PROFICIENCY LEVEL - ADVANCED KSA'S - OCCUPATIONAL FIELD "ABC - ADVANCED"
XYZ II	MASTER (SUPERVISOR OR SPECIALIST AT EQUIVALENT LEVEL OF EXPERTISE)	DEMONSTRATED MASTERY OF PRACTICAL JOB KNOWLEDGE AND APPLICATION OF BASIC XYZ I-II CLASS SERIES KSA'S AND ACQUISITION OF ADVANCED XYZ I-II CLASS SERIES KSA'S GAINED THROUGH ADDITIONAL YEAR OF EXPERIENCE/TRAINING	SUBSTANTIAL SET OF NEW KSA'S (ADVANCED KSA'S OF XYZ I-II CLASS SERIES) AND DEMONSTRATION OF MASTERY OF BASIC KSA'S	TRANSITIONAL LEVEL - ADVANCED KSA'S - OCCUPATIONAL FIELD "ABC - ADVANCED"
XYZ I	JOURNEYMAN (MAY BE A GROUP LEADER)	PRACTICAL JOB KNOWLEDGE AND PROFICIENCY IN APPLYING BASIC KSA'S OF XYZ I-II CLASS SERIES GAINED THROUGH ABOUT 1 YEAR OF EXPERIENCE AT XYZ I LEVEL OR EQUIVALENT	INCREASING PROFICIENCY IN XYZ I-II CLASS SERIES KSA'S (SATISFACTORY COMPLETION OF APPRENTICESHIP)	PROFICIENCY LEVEL - ENTRY KSA'S - OCCUPATIONAL FIELD "ABC - ENTRY"
XYZ I	APPRENTICE	BASIC KSA'S OF XYZ I-II CLASS SERIES GAINED THROUGH EDUCATION/EXPERIENCE MEETING ENTRANCE REQUIREMENT FOR XYZ I (MAY INCLUDE XYZ TECHNICIAN EXPERIENCE)	BASIC LEVEL OF XYZ I-II CLASS SERIES KSA'S	TRANSITIONAL LEVEL - ENTRY KSA'S - OCCUPATIONAL FIELD "ABC - ENTRY"
XYZ TECHNICIAN (ONLY 1 CLASS IN SERIES)	APPRENTICE	BASIC KSA'S OF XYZ TECHNICIAN CLASS SERIES ACQUIRED THROUGH EDUCATION/EXPERIENCE/TRAINING	BASIC LEVEL OF XYZ TECHNICIAN CLASS SERIES KSA'S	TRANSITIONAL LEVEL - ENTRY KSA'S - OCCUPATIONAL FIELD "ABC TECHNICIAN-ENTRY"

PATH FINDER

CAREER
PATHS
CLASSES
IN CAREER
LADDER

ENTRY PATH EXAMINATION COMPONENTS		COMPETENCY PATH EXAMINATION COMPONENTS		MOBILITY PATH EXAMINATION COMPONENTS		LATERAL PATH EXAMINATION COMPONENTS	
STEP	+ TEST BATTERY	STEP	+ TEST BATTERY	STEP	+ TEST BATTERY	STEP	+ TEST BATTERY
MNO II	E.R. FOR MNO II	ABC-ADVANCED (MNO I SUBPOOL SECTIONS)	P.E.* + PROMO. ELIGIBILITY	NONE	PROMO. ELIGIBILITY SCORED OPSCANNABLE T+E	C.S. TENURE IN SAME SUBPOOL + A.A. APPROVAL	NONE
	COMPETITIVE		NON-COMPETITIVE**		COMPETITIVE	NON-COMPETITIVE	
MNO I	E.R. FOR MNO I	ABC-ADVANCED (MNO I SUBPOOL SECTIONS)	P.E.* + PROMO. ELIGIBILITY	ABC-ADVANCED (MNO I SUBPOOL SECTIONS)	PROMO. ELIGIBILITY	C.S. TENURE IN SAME SUBPOOL + A.A. APPROVAL	NONE
	COMPETITIVE		COMPETITIVE		COMPETITIVE	NON-COMPETITIVE	
XYZ V	E.R. FOR XYZ V	ABC-ADVANCED (XYZ III SUBPOOL SECTIONS)	P.E.* + PROMO. ELIGIBILITY	NONE	PROMO. ELIGIBILITY SCORED OPSCANNABLE T+E	C.S. TENURE IN SAME SUBPOOL + A.A. APPROVAL	NONE
	COMPETITIVE		NON-COMPETITIVE**		COMPETITIVE	NON-COMPETITIVE	
XYZ IV	E.R. FOR XYZ IV	ABC-ADVANCED (XYZ III SUBPOOL SECTIONS)	P.E.* + PROMO. ELIGIBILITY	NONE	PROMO. ELIGIBILITY	C.S. TENURE IN SAME SUBPOOL + A.A. APPROVAL	NONE
	COMPETITIVE		NON-COMPETITIVE**		COMPETITIVE	NON-COMPETITIVE	
XYZ III	E.R. FOR XYZ III	ABC-ADVANCED (XYZ III SUBPOOL SECTIONS)	P.E.* + PROMO. ELIGIBILITY	ABC-ADVANCED (XYZ III SUBPOOL SECTIONS)	PROMO. ELIGIBILITY	C.S. TENURE IN SAME SUBPOOL + A.A. APPROVAL	NONE
	COMPETITIVE		NON-COMPETITIVE**		COMPETITIVE	NON-COMPETITIVE	
XYZ II	E.R. FOR XYZ II	ABC-ENTRY (XYZ I SUBPOOL SECTIONS)	P.E.* + PROMO. ELIGIBILITY	NONE	PROMO. ELIGIBILITY SCORED OPSCANNABLE T+E	C.S. TENURE IN SAME SUBPOOL + A.A. APPROVAL	NONE
	COMPETITIVE		NON-COMPETITIVE**		COMPETITIVE	NON-COMPETITIVE	
XYZ I	E.R. IF ANY, FOR XYZ I	ABC-ENTRY (XYZ I SUBPOOL SECTIONS)	P.E.* + PROMO. ELIGIBILITY	ABC-ENTRY (XYZ I SUBPOOL SECTIONS)	PROMO. ELIGIBILITY	C.S. TENURE IN SAME SUBPOOL + A.A. APPROVAL	NONE
	COMPETITIVE		COMPETITIVE		COMPETITIVE	NON-COMPETITIVE	
XYZ TECHNICIAN	E.R. IF ANY, FOR XYZ TECHNICIAN	ABC TECHNICIAN- ENTRY (XYZ SUBPOOL SECTIONS)	P.E.* + PROMO. ELIGIBILITY	ABC TECHNICIAN- ENTRY (XYZ SUBPOOL SECTIONS)	PROMO. ELIGIBILITY SCORED OPSCANNABLE T+E	C.S. TENURE IN SAME SUBPOOL + A.A. APPROVAL	NONE
	COMPETITIVE		COMPETITIVE		COMPETITIVE	NON-COMPETITIVE	

* = IF P.E. SYSTEM ESTABLISHED IN DEPARTMENTAL UNIT ** SUBSTITUTE IF NO RE. SYSTEM ESTABLISHED

READ
UP

NEW EXAMINATION PROGRAM OPTIONS

The New Examination Program glossary and charts show various options under consideration as part of the New Examination Program. These options are based on the following assumptions:

- A. In many class series the qualifications required for advancement to certain levels ("proficiency levels") are based on increased proficiency and skill and not on acquisition of any major new knowledges not included in the written examination the employee took for a lower level in the series. Performance evaluation conducted in the agency should be used to determine whether the candidate has acquired the necessary proficiency.
- B. Promotions to proficiency-level positions should be non-competitive to allow employees to advance at their own rates of development.
- C. Employees not promoted based on performance evaluation may still compete on written examinations as open competitive candidates or on unassembled examinations as interagency promotional candidates for appointment to proficiency-level positions. Employees with the required education and experience may also compete on written examinations as candidates for promotion to the next level that requires a written examination and has no non-competitive option because new knowledges are required ("transitional level").
- D. The non-competitive option is not intended as a means of excluding any employee from competing for promotion, as shown by the availability of other options described in "C" above. It is intended to facilitate advancement at the same rate that most employees develop their expertise. We hope to further increase opportunities for non-competitive promotion for state employees by recommending a new position scheduling process to the legislature wherein positions may be authorized at multiple levels. Using the examples in the "Proficiency Levels in a Career Ladder" charts, positions would be authorized as "XYZ I-II", "MNO I-II", etc. Legislative control over expenditures would be retained through budgetary limits and maximum percentages of positions that may be filled at the highest levels.
- E. The various options described above demonstrate that there are different paths employees may take in seeking advancement and new assignments. These career paths include:
 - 1. The Entry Path for open-competitive candidates for any title.

2. The Competency Path for departmental promotional candidates which includes the option for non-competitive promotions to proficiency-level positions.
3. The Mobility Path for interagency promotional candidates which includes the option for competitive unassembled examinations for promotion to proficiency-level positions and results in no loss of seniority.
4. The Lateral Path for interagency transfer candidates which results in no loss of seniority.

We hope to develop the "Pathfinder" concept into a means by which any employee may find out how to get from their current title and agency to another. This could be accomplished as part of the examination brochure, showing paths between all titles in the same and related occupational fields. This could be further expanded to a computer program for use by employees in any location with a terminal. The goal of the Pathfinder concept is to increase, identify, and remove barriers to the pursuit of opportunities available to employees and applicants.

July 1, 1986

NEW EXAMINATION PROGRAM DEFINITIONS

NEW EXAMINATION PROGRAM:

The New Examination Program pilot is a project to test new approaches to the design and administration of Civil Service examinations. Key components of the pilot project are:

1. A generic written examination whose components, in different combinations, measure the major knowledges and abilities required for nineteen separate job titles;
2. Increased involvement by line state agencies in examination development;
3. Participation of employee organizations in the planning of examinations;
4. Development of an information and outreach process that informs the public and current employees about the New Examination Program pilot;
5. Flexibility in selection to ensure that appointing authorities are able to employ qualified personnel; and
6. An evaluation of the pilot effort.

OCCUPATIONAL GROUP:

Job titles in all related series form an Occupational Group. The pilot examination covers all titles in the Budget and Accounting Occupational Group. These nineteen titles are related in that they all require a knowledge of accounting.

TEST BATTERY EXAMINATION:

This is a written examination divided into sections. The questions in each section measure a different knowledge or ability. Examples of these are Entry-Level Accounting, Advanced-Level Accounting, Auditing, Budgeting, and Supervision.

Different combinations of these sections are required for different titles covered by the examination. In the pilot test, for example, the written examination for seven titles consists of the first two sections, IA (Entry-Level Accounting) and IB (Report Writing/Preparing Charts, Graphs, and Tables, and Interpreting Data.) The remaining titles require the first two sections and one or more additional sections. Three titles require all seven sections.

POOL: (PREVIOUSLY CALLED SUBPOOL OR ELIGIBLE SUBPOOL)

All applicants who passed the examination for all of the titles requiring the same test battery sections are in a pool. This differs from the eligible list in the current system because location preferences and other factors that tailor a list to meet the needs of an appointing authority have not yet been applied.

LIST: (PREVIOUSLY CALLED ELIGIBLE LIST OR CERTIFIED ELIGIBLE LIST)

Factors such as veterans' preference and location preferences are applied to select and rank those candidates in a pool who will be eligible for consideration by an appointing authority. This is called a list.

POSTER:

This is a simplified version of the current examination poster. It will be an eye-catching display providing basic information about the pilot test. It will have pockets attached to it that contain flyers. Distribution of this poster will both meet our statutory posting requirements and help in recruiting qualified applicants.

FLYER:

The flyer will be a folded sheet repeating the poster information. One section will be a tear-out application form.

ANNOUNCEMENT:

The announcement will be in the form of a brochure that includes detailed information about the pilot test, the job titles covered by the pilot test, entrance requirements, salary ranges, and other information of interest to applicants. In contrast to the poster and flyer, the announcement expands on the current examination poster.

EXAMINATION SCHEDULE:

Assuming the New Examination Program is implemented on a statewide basis after the pilot test, a schedule of all examinations planned for a two year period will be distributed. Applicants interested in examinations on the

schedule may then obtain announcements and application forms upon request. The schedule itself will meet our statutory posting requirements. It may be supplemented by posters and flyers such as those described above for the pilot test to aid in recruitment.

JOB-RELATED QUALIFICATION REQUIREMENTS:

The written test battery examination is measures the most important knowledges and abilities that all jobs in the same title require. There are often additional knowledges and abilities based on a particular work assignment. For example, all accountants should know accounting. Some assignments may require that an accountant also have training or experience in a specialized branch of accounting, a related field such as finance, or a foreign language.

The job-related qualification requirement will consist of a specialty area (such as finance) and a minimum amount of experience or education in the specialty area. Job-related qualification requirements requested by appointing authorities for specific titles in their agencies will be reviewed and approved by DPA before the pilot test.

SELECTIVE CERTIFICATION:

When an appointing authority notifies DPA that an authorized job-related qualification requirement applies to a position, the list that is issued will include only those candidates who informed us that they meet that requirement.



The Commonwealth of Massachusetts

*Department of Personnel Administration
One Ashburton Place, Boston, Ma. 02108*

MICHAEL S. DUKAKIS
GOVERNOR

DAVID A. HALEY
PERSONNEL ADMINISTRATOR

January 29, 1988

To: Cabinet Secretaries and Agency Heads
From: David A. Haley, Personnel Administrator
Subject: New Examination Program Pilot

This memorandum is intended to inform you of the status and key components of the New Examination Program Pilot, the Department of Personnel Administration's current effort to modernize and improve the Commonwealth's merit system.

The New Examination Program (NEP) evolved from the Civil Service Simplification and Improvement Project initiated in 1985. The purpose of that project and ultimately the goal of the NEP is to make the merit system more responsive and accessible to appointing authorities, current employees and applicants. More specifically, the NEP is designed to consolidate examinations to cover a variety of titles within an occupational group and to offer qualified and competent eligibles to state agencies in a timely manner.

Beginning in May, 1987, the Department of Personnel Administration held a series of meetings with agency personnel officers and with union representatives. Their recommendations for improving the merit system were incorporated into the pilot.

Key components of the NEP pilot are:

- . A generic written examination the components of which, in different combinations, measure the major knowledges and abilities required for nineteen separate job titles;
- . Increased involvement by state agencies in examination development;
- . Participation of employee organizations in the planning of examinations;
- . Development of an information and outreach process that informs the public and current employees about the New Examination Program pilot;

- . Flexibility in selection to ensure that appointing authorities are able to employ qualified personnel; and,
- . An evaluation of the pilot effort.

The pilot examination is scheduled for April 16, 1988 with a final filing date of March 4, 1988. It will entail a battery of written tests for position titles in the Budget and Accounting Occupational Group. This examination is open to both new applicants and current employees. If proposed statutory changes are adopted in time, qualified civil service and provisional employees will be given preferred consideration for appointment. Therefore, you should encourage your current employees to take this examination. The attached chart shows the certification and appointment process with and without the new legislation.

The NEP pilot has six primary goals, for which the Department has developed specific evaluation criteria to be applied in the months following the actual pilot program. The six main goals of the NEP pilot are to arrive at a system:

- 1) that is timely and practical;
- 2) that is lawful, fair, valid and comports with merit system principles and professional standards for hiring and promoting;
- 3) that is accepted by users (appointing authorities, managers, employees, unions, applicants, public interest groups);
- 4) in which provisional appointments are minimized;
- 5) in which appointing authorities, unions and professional organizations are involved in program development/implementation as appropriate and planned; and,
- 6) which includes simple, cost effective and practical program components.

The NEP combined with initiatives undertaken as a result of the joint collaboration between the Office of Management Information Systems and the Department of Personnel Administration to develop a Personnel/Payroll Management Information System (PMIS) and Examination and List Information Processing System (ELIPSYS) linkage will result in improved merit system efficiency through:

- . Increased on-line agency PMIS input into certifications before certifications are generated by the Department of Personnel Administration;
- . Certifications tailored to specific agency needs through the matching of eligibles to approved agency-identified special job related qualifications;

- . Improved ability to monitor appointment actions systematically through the restructuring of the Department of Personnel Administration's automated audit procedures; and,
- . Expanded potential for full agency delegation of certification activities through the balancing of automated certification generation methods with enhanced monitoring and program evaluation techniques.

A successful pilot program can demonstrate that the needs and concerns of applicants, employees, employee organizations and state agencies can indeed be accommodated in the merit system.

EHR/elt
Attachment

NEW EXAMINATION PROGRAM PILOT

CERTIFICATION AND APPOINTMENT PROCESS

CRITERIA FOR	NEP PILOT WITH PROPOSED LEGISLATION	NEP PILOT WITHOUT PROPOSED LEGISLATION	HIGHLIGHTS OF DIFFERENCES BETWEEN NEP PILOT AND CURRENT SYSTEM
1. Examination Administration	<p>Banding of all titles in an occupational field into a single examination.</p> <p>Candidates select location preferences by region.</p>	<p>Not contingent upon legislation.</p>	<p>New broader titles and information gathered in the Statewide Classification Study allow more extensive banding than is used in the current system.</p> <p>Using a test battery allows us to combine 19 titles in 5 class series into one examination. Since different combinations of test sections are required for different titles, there will not be lists for which standings are available.</p>
2. Candidates' Eligibility	<p>Passing score on required test sections</p> <p>and</p> <p>Meets approved job-related qualification requirements specified.</p>	<p>Not contingent upon legislation.</p>	<p>Although there is limited use of selective certification currently, expanded use of job related qualification requirements allows more tailoring of certifications to meet specific agency needs.</p>
3. Ranking Candidates for Certification	<p>Candidates are ranked into three tiers. Tier I consists of employees with permanent or temporary certification Civil Service status in the Department in any title and for any length of time. Employees who have been provisionally promoted retain Tier I eligibility.</p> <p>Tier II consists of provisionally appointed employees with a minimum of one year of service in the Department.</p>	<p>The pilot is an open competitive examination. Candidates' current Civil Service status is not considered for ranking.</p>	<p>This priority certification process gives preference to current employees for the first time on an open competitive examination.</p>

NEW EXAMINATION PROGRAM PILOT

CERTIFICATION AND APPOINTMENT PROCESS

CRITERIA FOR	NEP PILOT WITH PROPOSED LEGISLATION	NEP PILOT WITHOUT PROPOSED LEGISLATION	HIGHLIGHTS OF DIFFERENCES BETWEEN NEP PILOT AND CURRENT SYSTEM
4. Ranking by Statutory Preference.	The ranking of candidates by veterans' preference is applied within each tier.	<p>Candidates on the entire certification ranked as follows:</p> <p>Disabled veterans in order of their scores.</p> <p>Veterans in order of their scores.</p> <p>Surviving spouses in order of their scores.</p> <p>All others in order of their scores.</p>	Currently only the ranking by veterans' preference applies on open competitive lists. The proposed legislation retains veterans' preference but puts current employees before outside applicants with veterans' preference.
5. Selection Options	The appointing authority may select from the first 4N+1 qualified candidates who are willing to accept where 'N' is the number of vacancies.	The appointing authority may select from the first 2N+1 qualified candidates who are willing to accept where 'N' is the number of vacancies.	In addition to ranking 'known quantities' before external candidates, the proposed legislation allows the appointing authorities authority to select from almost twice as many candidates.

Massachusetts

Merit

System

**Examination Announcement
for the New Examination
Program Pilot for Careers In:**

ACCOUNTING

AUDITING

BUDGETING

Examination: April 16, 1988.

Applications must be filed by: March 4, 1988.

dpa

**commonwealth of massachusetts
department of personnel administration**

**Department of Personnel Administration
Massachusetts Merit System Examination Announcement**

**Budget and Accounting
State Service**

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Introduction

This announcement contains specific information on the examination for the Budget and Accounting field, State Service. The announcement explains the examination and application procedures, job summaries and salaries, and minimum qualifications for appointment to specific positions.

This examination is not only an examination for employment in state service, but also a pilot test of a new merit system. You may be asked to provide your opinions on different aspects of this process to help us evaluate the pilot test.

Note For Employees of the Commonwealth

This examination is open to both current employees and new applicants and includes all job titles in state service for which a knowledge of accounting is a major requirement. A new promotional procedure will be developed after this pilot test is completed and evaluated. Consequently, no separate promotional examination for Budget and Accounting titles has been scheduled. You are, therefore, strongly encouraged to participate in the pilot test if you are interested in appointment to jobs described in this announcement.

Note For Applicants Presently on Existing Eligible Lists

This examination is intended to develop lists of eligible candidates for certification to position vacancies in state agencies for at least a two year period of time. Existing eligible lists for these titles resulting from both promotional and open competitive examinations will not be automatically preempted by the results of this examination. All candidates on existing eligible lists will be given their full two year period of eligibility and assured of fair consideration.

Examination Date and Announcement Number

Examination Date: Saturday, April 16, 1988

Announcement Number: 0813

Last Filing Date: Friday, March 4, 1988

Application Fee: \$20.00

Job Summaries and Salary Ranges: Budget and Accounting Titles

	Title	Annual Salary Range
A. ACCOUNTANT SERIES Accountants examine accounting data; prepare financial statements and reports; maintain accounting records; and perform related work as required.	Accountant I	\$19,914.44 - \$26,365.04
	Accountant II	\$20,988.76 - \$28,026.96
	Accountant III	\$23,324.60 - \$31,135.00
	Accountant IV	\$25,576.20 - \$37,826.88
	Accountant V	\$28,395.12 - \$38,031.76
B. ACCOUNTANT, BUREAU OF ACCOUNTS DEPARTMENT OF REVENUE SERIES Accountants in the Bureau of Accounts audit the accounts of cities, counties, towns, and districts of the Commonwealth and perform related work as required.	Accountant, D.O.R., I	\$22,256.00 - \$29,584.88
	Accountant, D.O.R., II	\$24,863.28 - \$32,833.32
	Accountant, D.O.R., III	\$27,047.80 - \$36,157.68
	Accountant, D.O.R., IV	\$29,848.00 - \$39,755.04
	Accountant, D.O.R., V	\$31,200.00 - \$41,573.48
C. AUDITOR SERIES Auditors analyze financial reports, documents, and records; audit financial records of public and private agencies and companies; prepare audit reports; and perform related work as required.	Auditor I	\$19,914.44 - \$26,365.04
	Auditor II	\$22,256.00 - \$29,584.88
	Auditor III	\$25,576.20 - \$37,826.88
	Auditor IV	\$29,848.00 - \$39,755.04
D. BUDGET EXAMINER SERIES Budget Examiners review and analyze budget proposals submitted by state agencies for current and future fiscal periods; recommend approval, modification, or rejection of budget proposals; and perform related work as required.	Budget Examiner I	\$19,914.44 - \$26,365.04
	Budget Examiner II	\$22,256.00 - \$29,584.88
	Budget Examiner III	\$24,863.28 - \$32,833.32
	Institution Treasurer I (Assistant Institution Treasurer)	\$18,800.60 - \$24,210.68
E. INSTITUTION TREASURER SERIES Institution Treasurers prepare, maintain and reconcile financial records of state institutions; prepare financial statements; and perform related work as required.	Institution Treasurer II	\$20,988.76 - \$28,026.96

Note: The salary ranges above represent authorized salaries as of June 28, 1987 and may change after that date. All new employees are hired at the minimum of a salary range unless recruitment above the minimum has been authorized.

Minimum Qualifications Required for Appointment

The qualifications for each job are shown on the charts on pages 6–8. You must meet the minimum qualifications on the date the eligible list is established.

Any equivalent combination of the required experience and the substitutions shown for each job meets the minimum qualification requirement for that job.

“Years of experience” means years of full-time experience or the equivalent amount of part-time experience.

Education will be prorated on the basis of the proportion of the requirements you have actually completed.

Based on assignment, in certain agencies, possession of a current and valid Massachusetts Class 3 Motor Vehicle Operator’s license may be required.

Additional Job-Related Qualification Requirements

Some jobs may require other job-related qualification requirements based on the specific work to be assigned. You will be given a form to fill out at the examination to indicate your additional qualifications. If you have properly indicated that you have the appropriate qualifications, your name will be included on certified eligible lists for these job vacancies.

Special Arrangements for Handicapped Applicants

Handicapped applicants requiring special arrangements for taking the examination may request reasonable accommodation, in writing, at the time of application, or by telephoning 617-727-8492 or 617-727-7583. Special arrangements will be made to satisfy requests for assistance in taking the examination when such requests do not impose undue hardship on the Department.

Accountant Series and Institution Treasurer Series

Job Title	Experience Required	Education That May Be Substituted	Note: • Other Substitutions
<ul style="list-style-type: none"> Accountant I and Institution Treasurer I 	One year of professional accounting or auditing.	<ul style="list-style-type: none"> Associate's or higher degree in accounting, business administration, or business management may be substituted for one year. Two years in a business or accounting school above the high school level may be substituted for one year. 	Two years of book-keeping experience may be substituted for one year.
<ul style="list-style-type: none"> Accountant II and Institution Treasurer II 	Two years of professional accounting or auditing.	<ul style="list-style-type: none"> Associate's degree in accounting, business administration, or business management may be substituted for one year. Bachelor's or higher degree in accounting, business administration, or business management may be substituted for two years. 	None
<ul style="list-style-type: none"> Accountant III 	(A) Three years of professional accounting or auditing including (B) one year in a supervisory, administrative, or managerial capacity.	<ul style="list-style-type: none"> Associate's degree in accounting, business administration, or business management may be substituted for one year of (A). Bachelor's degree in accounting, business administration, or business management may be substituted for two years of (A). Graduate degree in accounting, business administration, or business management may be substituted for two years if (A) and one year of (B). 	None
<ul style="list-style-type: none"> Accountant IV 	(A) Four years of professional accounting or auditing including (B) two years in supervisory, administrative, or managerial capacity.	<ul style="list-style-type: none"> Associate's degree in accounting, business administration, or business management may be substituted for one year of (A). Bachelor's degree in accounting, business administration, or business management may be substituted for two years of (A). Graduate degree in accounting, business administration, or business management may be substituted for two years of (A) and one year of (B). 	No substitution for one year of (B).
<ul style="list-style-type: none"> Accountant V 	(A) Five years of professional accounting or auditing including (B) three years in a supervisory, administrative, or managerial capacity.	<ul style="list-style-type: none"> Associate's degree in accounting, business administration, or business management may be substituted for one year of (A). Bachelor's degree in accounting, business administration, or business management may be substituted for two years of (A). Graduate degree in accounting, business administration, or business management may be substituted for two years of (A) and one year of (B). 	No substitution for two years of (B).

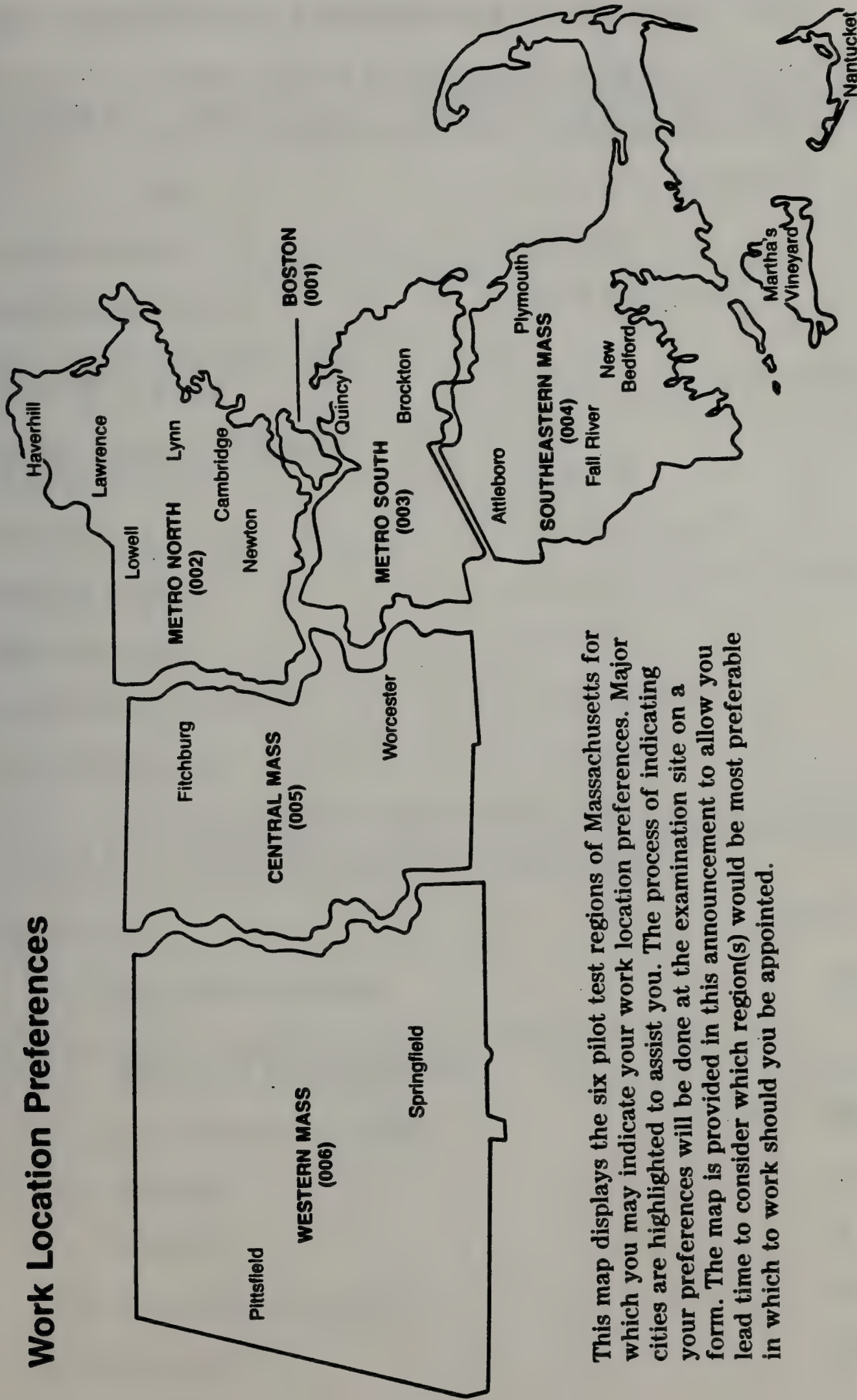
Accountant, Bureau of Accounts, D.O.R. Series and Auditor Series

Job Title	Experience Required	Education That May Be Substituted	Note: • Other Substitutions
<ul style="list-style-type: none"> Accountant, Bureau of Accounts, D.O.R. I and Auditor I 	One year of professional accounting or auditing.	<ul style="list-style-type: none"> Bachelor's or higher degree in accounting, business administration, or business management may be substituted for one year. 	None
<ul style="list-style-type: none"> Accountant, Bureau of Accounts, D.O.R. II and Auditor II 	Two years of professional accounting and auditing.	<ul style="list-style-type: none"> Bachelor's degree in accounting, business administration, or business management may be substituted for one year. Graduate degree in accounting, business administration, or business management may be substituted for two years. 	None
<ul style="list-style-type: none"> Accountant, Bureau of Accounts, D.O.R. III and Auditor III 	Three years of professional accounting or auditing.	<ul style="list-style-type: none"> Bachelor's degree in accounting, business administration, or business management may be substituted for one year. Graduate degree in accounting, business administration, or business management may be substituted for two years. 	None
<ul style="list-style-type: none"> Accountant, Bureau of Accounts, D.O.R. IV and Auditor IV 	(A) Four years of professional accounting or auditing including: (B) One year in a supervisory, administrative or managerial capacity.	<ul style="list-style-type: none"> Bachelor's degree in accounting, business administration, or business management may be substituted for one year of (A). Graduate degree in accounting, business administration, or business management may be substituted for two years of (B). 	No substitutions for one year of (A) and one year of (B).
<ul style="list-style-type: none"> Accountant, Bureau of Accounts, D.O.R. V 	(A) Five years of professional accounting or auditing including: (B) Two years in a supervisory, administrative, or managerial capacity.	<ul style="list-style-type: none"> Bachelor's degree in accounting, business administration, or business management may be substituted for one year of (A). Graduate degree in accounting, business administration, or business management may be substituted for two years of (B). 	No substitutions for one year of (A) and one year of (B).

Budget Examiner Series

Job Title	Experience Required	Education That May Be Substituted	Note: • Other Substitutions
<ul style="list-style-type: none"> Budget Examiner I 	One year of professional accounting, auditing, or budgeting.	<ul style="list-style-type: none"> Bachelor's or higher degree in accounting, business administration, or business management may be substituted for one year. 	None
<ul style="list-style-type: none"> Budget Examiner II 	Two years of professional accounting, auditing, or budgeting.	<ul style="list-style-type: none"> Bachelor's or higher degree in accounting, business administration, or business management may be substituted for two years. 	None
<ul style="list-style-type: none"> Budget Examiner III 	Three years of professional accounting, auditing, or budgeting.	<ul style="list-style-type: none"> Bachelor's degree in accounting, business administration, or business management may be substituted for two years. Graduate degree in accounting, business administration, or business management may be substituted for three years. 	None

Work Location Preferences



This map displays the six pilot test regions of Massachusetts for which you may indicate your work location preferences. Major cities are highlighted to assist you. The process of indicating your preferences will be done at the examination site on a form. The map is provided in this announcement to allow you lead time to consider which region(s) would be most preferable in which to work should you be appointed.

Written Examination: Components for Specific Titles

- A. The chart below displays required test sections for specific job titles in the Budget and Accounting field. You must complete the following required test sections to be eligible for each title. Your mark for each title will be based on all sections required for that title.

Title	Required Test Sections
Accountant I and II	IA and IB
Accountant III, IV and V	IA, IB, IIA, and IIIB
Accountant, Bureau of Accounts, D.O.R. III, IV, and V	IA, IB, IIA, IIB, IIC, IIIA, IIIB
Assistant Institution Treasurer (Institution Treasurer I)	IA and IB
Auditor I and II	IA, IB, IIA, and IIC
Auditor III and IV	IA, IB, IIA, IIC, IIIA, and IIIB
Budget Examiner I	IA and IB
Budget Examiner II and III	IA, IB, and IIB
Institution Treasurer II	IA and IB

- B. The written examination consists of seven sections, with each section covering a different subject or group of subjects. These sections are displayed below with the respective number of questions corresponding to each section in parentheses.

Test Sections	Number of Questions
IA Entry-Level Accounting	50 questions
IB Report Writing/Preparing Charts, Graphs, and Tables/ Reading and Interpreting Data	25 questions
IIA Advanced-Level Accounting	25 questions
IIB Budgeting	25 questions
IIC Auditing	25 questions
IIIA Advanced-Level Auditing	25 questions
IIIB Supervision	25 questions

How to Apply for a Competitive Examination

Complete the "Application for Civil Service Examination" card and file it with the Department of Personnel Administration. You must include the examination application fee of \$20.00 and file the application by the *last filing date*, as listed on page two.

Side 1

APPLICATION FOR CIVIL SERVICE EXAMINATION

NOTIFY IMMEDIATELY OF ANY CHANGE OF ADDRESS FOR FUTURE CORRESPONDENCE

PLEASE PRINT YOUR NAME AND MAILING ADDRESS BELOW.

NAME OF APPLICANT (FIRST, MIDDLE AND LAST NAME)
ADDRESS (NUMBER AND STREET, R. D. OR P. O. BOX NO.)
CITY OR TOWN, STATE AND ZIP CODE

Mail to:
Department of Personnel Administration
One Ashburton Place
Boston, Ma. 02108

Or deliver to:
Information Counter
Room 201
One Ashburton Place, Boston

IMPORTANT: Check the exam announcements for the last date for filing applications. No application will be accepted unless it is delivered or postmarked on or before the last date for filing the application.

READ ALL INSTRUCTIONS ON BACK OF THIS CARD BEFORE COMPLETING APPLICATION.

Side 2

Must be PRINTED in INK

BUDGET AND ACCOUNTING SERIES

\$20.00 exam application fee
or WAIVER FORM must
accompany application.
(DO NOT SEND CASH)

ANNOUNCEMENT NO. 0813			
LAST NAME, FIRST NAME, MIDDLE INITIAL		SOCIAL SECURITY NO.	DATE OF BIRTH
MAILING ADDRESS		CITY OR TOWN, ZIP CODE	
VETERANS PREFERENCE applies to "Wartime Service" —Must have served 90 days prior to June 4, 1976 <input type="checkbox"/> VETERAN <input type="checkbox"/> DISABLED VETERAN		DATES OF HONORABLE ACTIVE SERVICE: FROM TO	
<input type="checkbox"/> I AM CONSIDERED TO BE LEGALLY BLIND	TELEPHONE NO.	*SEX: <input type="checkbox"/> MALE <input type="checkbox"/> FEMALE	

*YOUR RACIAL OR ETHNIC IDENTIFICATION:

- ☐ WHITE ☐ BLACK ☐ HISPANIC
☐ ASIAN OR PACIFIC ISLANDER
☐ AMERICAN INDIAN OR ALASKAN NATIVE
☐ CAPE VERDEAN

False information provided in this application could lead to removal from the civil service eligible list. I hereby declare that the statements and answers made as a part of this application are true and are made under the penalties of perjury.

SIGNATURE: _____

DATE: _____

*OPTIONAL, FOR AFFIRMATIVE ACTION PURPOSES ONLY

If you cannot afford to pay the application fee, file the "Request for Waiver of Examination Application Fee" form. These can be obtained at the Department of Personnel Administration, One Ashburton Place, Boston, MA.

THE COMMONWEALTH OF MASSACHUSETTS

Department of Personnel Administration

REQUEST FOR WAIVER OF EXAMINATION APPLICATION FEE

Examination
Title: _____

Announcement
Number: _____

In accordance with the provisions of Section 5(n) of Chapter 31 of the Massachusetts General Laws, I request a waiver of the Examination Application Fee for the following reason:

have received assistance within the past twelve months through the following program (s):

- | | |
|---|--|
| <input type="checkbox"/> Aid to Families with Dependent Children (AFDC) | <input type="checkbox"/> Family Housing |
| <input type="checkbox"/> Civil Service Employment Training (G.L. c.31) | <input type="checkbox"/> Federal Veterans Rehabilitation |
| <input type="checkbox"/> Federal Veterans Job Training | <input type="checkbox"/> Food Stamps (FS) |
| <input type="checkbox"/> Free and reduced price lunch or milk
at school or day care center | <input type="checkbox"/> Fuel Assistance |
| <input type="checkbox"/> Massachusetts Veterans Services | <input type="checkbox"/> General Relief (GR) |
| <input type="checkbox"/> Medical Assistance (Medicaid) (MA) | <input type="checkbox"/> Refugee Assistance |
| <input type="checkbox"/> Supplemental Security Income (SSI) | <input type="checkbox"/> Rental Assistance |
| <input type="checkbox"/> Vocational Rehabilitation Training (VRT) | <input type="checkbox"/> Social Security (RSDI) |
| <input type="checkbox"/> Women Infants Children Program (WIC) | |
| <input type="checkbox"/> Other Federal or State Government Assistance
Programs (Please specify): _____ | |

Name and location of agency providing
assistance listed above:

I have received benefits within the past twelve months through the following:

- ☐ Unemployment Insurance (UI)
- ☐ Worker's Compensation

Claims of waiver are subject to verification.

If a claim cannot be verified, the applicant's examination will be cancelled.

I hereby declare under penalties of perjury that the statement above is true. I authorize the agency administering the benefits I have indicated above to release information to the Personnel Administrator sufficient to verify my claim.

Applicant's Name (Please print) _____

Social Security Number _____

Applicant's Signature _____

Date _____

How to Apply:

- obtain the examination announcement for additional information on the Budget and Accounting Occupational Group (see back cover)

- fill out the attached examination application and enclose the application fee of \$20.00 which covers *all* nineteen titles

- mail the application and fee to:
Department of
Personnel Administration
One Ashburton Place
Boston, MA 02108

If you prefer, you may personally deliver your application to the above address, Public Information Window, Room 201 (mezzanine level).

Where To Obtain the Examination Announcement:

- city and town halls
- public libraries
- state agencies, personnel departments

- Department of
Personnel Administration
One Ashburton Place, Room 201
Boston, MA 02108
Telephone #: 727-5747
TDD #: 727-0820
Toll Free Number 1-800-392-6178
Monday-Friday 9:00 A.M.-4:00 P.M.

The Commonwealth of
Massachusetts is an EEO/
Affirmative Action employer.

dpda

Department of
Personnel
Administration

Massachusetts

Merit

System

announcement

THE NEW EXAMINATION
PROGRAM PILOT

for entry into or
advancement in

CAREERS in

ACCOUNTING
AUDITING
BUDGETING

with the

COMMONWEALTH OF MASSACHUSETTS

Examination: April 16, 1988
Applications must be filed by March 4, 1988

What's NEP and What Can It Do for Me?

The New Examination Program is:

- a pilot test of a new merit system, as well as an examination for state employment, open to both state employees and new applicants

- an opportunity to take *one* examination, which can qualify you for up to nineteen titles

- an opportunity to advance your career in state government

- an opportunity to earn competitive salaries ranging from \$19,914 – \$41,573, depending upon position title

Nineteen Titles included in One Examination:

Accountant I

Accountant II

Accountant III

Accountant IV

Accountant V

Accountant, Bureau of Accounts, D.O.R.*I

Accountant, Bureau of Accounts, D.O.R.*II

Accountant, Bureau of Accounts, D.O.R.*III

Accountant, Bureau of Accounts, D.O.R.*IV

Accountant, Bureau of Accounts, D.O.R.*V

*Department of Revenue.

Auditor I

Auditor II

Auditor III

Auditor IV

Budget Examiner I

Budget Examiner II

Budget Examiner III

Institution Treasurer I

Institution Treasurer II

What the Massachusetts Merit System Can Offer You as an Employee of the Commonwealth:

- group life and health insurance
- paid vacation, sick, and personal leave
- maternity and adoptive/parental leave
- paid holidays
- contributory retirement system
- optional deferred compensation
- tuition remission at state-supported colleges and universities

AND...

Additional benefits at some work locations and available to many state employees:

- on-site day care
- employee assistance programs
- alternative work schedules, such as flexible hours and part-time employment.

These titles are statewide and are found in a variety of state agencies.

Must be PRINTED in INK

Budget and Accounting Series

\$20.00 exam application fee
or WAIVER FORM must
accompany application.
(DO NOT SEND CASH)

ANNOUNCEMENT NO.

0813

LAST NAME, FIRST NAME, MIDDLE INITIAL

SOCIAL SECURITY NO.

DATE OF BIRTH

MAILING ADDRESS

CITY OR TOWN, ZIP CODE

VETERANS PREFERENCE applies to "Wartime Service"
-Must have served 90 days prior to **June 4, 1976**

☐ VETERAN

☐ DISABLED VETERAN

DATES OF HONORABLE ACTIVE SERVICE:

FROM

TO

☐ I AM CONSIDERED TO
BE LEGALLY BLIND

TELEPHONE NO.

*SEX:

☐ MALE

☐ FEMALE

*YOUR RACIAL OR ETHNIC IDENTIFICATION:

☐ WHITE ☐ BLACK ☐ HISPANIC

☐ ASIAN OR PACIFIC ISLANDER

☐ AMERICAN INDIAN OR ALASKAN NATIVE

☐ CAPE VERDEAN

False information provided in this application could lead to removal from the civil service eligible list. I hereby declare that the statements and answers made as a part of this application are true and are made under the penalties of perjury.

SIGNATURE: _____

DATE: _____

*OPTIONAL, FOR AFFIRMATIVE ACTION PURPOSES ONLY



announces:

THE NEW EXAMINATION PROGRAM PILOT
For CAREERS in State Government

ADDITIONAL INFORMATION

AUDITING BUDGETING

Examination: April 16, 1988.

Applications must be filed by: March 4, 1988.

Obtain the examination announcement at:

Department of Personnel Administration
One Ashburton Place

Public Information Window (Mezzanine Level)
Boston, MA 02108

Also at: City and Town Halls; Public
Libraries; State Agencies; Personnel
Offices

MASSACHUSETTS MERIT SYSTEM - Guide to New Examination Program

If you are interested in the following titles:	* You must take the following Sections of the examination	You will then be eligible for certification to State Agencies if you:	** Your order of consideration for certification will be based on:	Your consideration for selection will be based on:
Accountant I & II Institution Treasurer I (Asst. Institution Treasurer)	IA, IB	<ul style="list-style-type: none"> - Obtain a passing score, - Meet job-related requirements, and - Select a geographic location preference which matches the vacancy location. 	<u>Priority Order I</u> Having Permanent/Temporary Civil Service status in the department where the vacancy exists as of April 16, 1988.	<ul style="list-style-type: none"> - Number of vacancies to be filled, - Being reachable on the certification according to selection ratio 4N+1 ^{2N+1} (for example, for 5 vacancies a minimum of 21 eligibles will be certified 4X5+1=21), ** - Meeting entrance requirements, and - Suitability for employment as deemed by Appointing Authority according to Civil Service laws, rules and regulations.
Institution Treasurer II Budget Examiner I	IA, IB, IIB	For Information call the Department of Personnel Administration's Telephone Response Unit on: <ul style="list-style-type: none"> o (617) 727-8370, 71 & 72 o 1-800-392-6178 (Toll Free) o 727-5747 (Answering machine for information to be mailed). 	<u>Priority Order II</u> Provisional with one year in the department where the vacancy exists as of April 16, 1988.	
Budget Examiner II & III Accountant III, IV, V	IA, IB, IIA, IIB		<u>Priority Order III</u> All others (non-Civil Service employees, non Priority Order I & II employees, and other applicants).	
Auditor I, II Accountant, Bureau of Accounts, DOR I & II	IA, IB, IIA, IIC			
Auditor III, V	IA, IB, IIA, IIC, IIAA, IIBB			
Accountant, Bureau of Accounts, DOR III, IV, V	IA, IB, IIA, IIB, IIC, IIAA, IIBB			

* IA = Entry-Level Accounting IIA = Advanced-Level Accounting IIAA = Advanced-Level Auditing
 IB + Report Writing, etc. IIB = Budgeting IIC = Auditing IIBB = Supervision

** Priority certification is contingent on the approval of new legislation which will, if enacted, provide for the certification of eligibles in the priority order indicated and as elected by the state appointing authority. The ranking of candidates by statutory preference (i.e. Disabled veterans, veterans, surviving spouses) will be applied within each priority level. If legislation is not approved, candidates will be certified from the entire eligible list with statutory preference ranking being applied to each certification.

*** The proposal to expand the present selection ratio of 2N + 1 (Two times the number of vacancies + one) to 4N + 1 (Four times the number of vacancies + one) is also included in the new legislation.

Massachusetts

Merit

System

NEW EXAMINATION PROGRAM PILOT EXAMINATION FOR CAREERS IN ACCOUNTING, AUDITING, AND BUDGETING

IMPORTANT INFORMATION FOR APPLICANTS



Department of
Personnel
Administration

I. WHAT TO BRING TO THE EXAMINATION SITE

- A. Review all of the documents enclosed in this package before the examination and bring them with you to the examination site.
- B. You may bring and use a battery-operated non-programmable calculator. No batteries will be provided. Not enough outlets will be available for charging or plugging in the calculators. You may also bring and use a slide rule.
- C. No books, tables, or notes may be used during the examination.
- D. If you are claiming Veterans' Preference please bring a copy of your DD FORM 214.

II. CANCELLATIONS

Announcements of examinations canceled due to weather or other emergencies are given on the date of the examination starting at 6:00 A.M. on the following stations:

Boston Area:

WBZ 1030

Western Massachusetts Area:

WHYN 56

III. TIME LIMITS

The time limit for the written examination will be 4 1/2 hours. There will not be any break periods between different test sections.

IV. DOCUMENTING YOUR QUALIFICATIONS AT THE INTERVIEW

Each appointing authority will determine whether a candidate meets minimum entrance requirements at the time of interview. This will be based on information supplied by the candidate through a resume or other appropriate form as required by the appointing authority.

Note: It is unlawful in Massachusetts to require or administer a lie detector test as a condition of employment or continued employment. An employer who violates this law shall be subject to criminal penalties and civil liability.

NEW EXAMINATION PROGRAM PILOT
EXAMINATION FOR CAREERS IN
ACCOUNTING, AUDITING AND BUDGETING
APRIL 16, 1988

EXAM ID NO: _____

SSN. NO : _____

The items listed below are to be answered on the reverse side of the Answer Sheet (Side 2). Indicate the titles for which you wish to be considered by filling in the circle under the section marked Special Responses.

CONSIDER CAREFULLY THE TITLES IN WHICH YOU ARE INTERESTED. UNDER NO CIRCUMSTANCES WILL YOU BE ALLOWED TO ADD ADDITIONAL TITLES AT A LATER DATE REGARDLESS OF THE NUMBER OF TEST QUESTIONS YOU ANSWERED.

If you are interested in
the title:

Fill in Circle #:

Accountant I	1
Accountant II	2
Budget Examiner I	3
Institution Treasurer I	4
Institution Treasurer II	5
Auditor I	6
Auditor II	7
Accountant, D.O.R. I	8
Accountant, D.O.R. II	9
Budget Examiner II	10
Budget Examiner III	11
Accountant III	12
Accountant IV	13
Accountant V	14
Auditor III	15
Auditor IV	16
Accountant, D.O.R. III	17
Accountant, D.O.R. IV	18
Accountant, D.O.R. V	19

WORK LOCATION PREFERENCES



003 Abington	005 Blackstone	004 Chilmark	002 Essex
002 Acton	006 Blandford	006 Clarksburg	002 Everett
004 Acushnet	002 Bolton	005 Clinton	004 Fairhaven
006 Adams	001 BOSTON	003 Cohasset	004 FALL RIVER
006 Agawam	004 Bourne	006 Colrain	004 Falmouth
006 Alford	002 Boxborough	002 Concord	005 FITCHBURG
002 Amesbury	002 Boxford	006 Conway	006 Florida
006 Amherst	005 Boylston	006 Cummington	003 Foxborough
002 Andover	003 Braintree	006 Dalton	003 Framingham
002 Arlington	004 Brewster	002 Danvers	003 Franklin
005 Ashburnham	004 Bridgewater	004 Dartmouth	004 Freetown
005 Ashfield	006 Brimfield	003 Dedham	005 Gardner
003 Ashland	003 BROCKTON	006 Deerfield	004 Gay Head
005 Athol	005 Brookfield	004 Dennis	002 Georgetown
004 ATTLEBORO	002 Brookline	004 Dighton	006 Gill
005 Auburn	006 Buckland	005 Douglas	002 Gloucester
003 Avon	002 Burlington	003 Dover	006 Goshen
002 Ayer	002 CAMBRIDGE	002 Dracut	004 Gosnold
004 Barnstable	003 Canton	005 Dudley	005 Grafton
005 Barre	002 Carlisle	002 Dunstable	006 Granby
006 Becket	004 Carver	003 Duxbury	006 Granville
002 Bedford	006 Charlemont	004 East Bridgewater	006 Great Barrington
006 Belchertown	005 Charlton	005 East Brookfield	006 Greenfield
003 Bellingham	004 Chatham	006 East Longmeadow	002 Groton
002 Belmont	002 Chelmsford	004 Eastham	002 Groveland
004 Berkley	002 Chelsea	006 Easthampton	006 Hadley
002 Berlin	006 Cheshire	004 Easton	004 Halifax
006 Bernardston	006 Chester	004 Edgartown	002 Hamilton
002 Beverly	006 Chesterfield	006 Egremont	006 Hampden
002 Billerica	006 Chicopee	006 Erving	006 Hancock

003 Hanover	002 Merrimac	003 Plainville	002 Tewksbury
003 Hanson	002 Methuen	004 PLYMOUTH	004 Tisbury
005 Hardwick	004 Middleborough	004 Plympton	006 Tolland
002 Harvard	006 Middlefield	005 Princeton	002 Topsfield
004 Harwich	002 Middleton	004 Provincetown	005 Townsend
006 Hatfield	005 Milford	003 QUINCY	004 Truro
002 HAVERHILL	005 Millbury	003 Randolph	002 Tyngsborough
006 Hawley	003 Millis	004 Raynham	006 Tyringham
006 Heath	005 Millville	002 Reading	005 Upton
003 Hingham	003 Milton	004 Rehoboth	005 Uxbridge
006 Hinsdale	006 Monroe	002 Revere	002 Wakefield
003 Holbrook	006 Monson	006 Richmond	006 Wales
005 Holden	006 Montague	004 Rochester	003 Walpole
006 Holland	006 Monterey	003 Rockland	002 Waltham
003 Holliston	006 Montgomery	002 Rockport	006 Ware
006 Holyoke	006 Mount Washington	006 Rowe	004 Wareham
005 Hopedale	002 Nahant	002 Rowley	005 Warren
003 Hopkinton	004 Nantucket	005 Royalston	006 Warwick
005 Hubbardston	003 Natick	006 Russell	006 Washington
002 Hudson	003 Needham	005 Rutland	002 Watertown
003 Hull	006 New Ashford	002 Salem	002 Wayland
006 Huntington	004 NEW BEDFORD	002 Salisbury	005 Webster
002 Ipswich	005 New Braintree	006 Sandisfield	003 Wellesley
004 Kingston	006 New Marlborough	004 Sandwich	004 Wellfleet
004 Lakeville	006 New Salem	002 Saugus	006 Wendell
005 Lancaster	002 Newbury	006 Savoy	002 Wenham
006 Lanesbough	002 Newburyport	003 Scituate	005 West Boylston
002 LAWRENCE	002 NEWTON	004 Seekonk	004 West Bridgewater
006 Lee	003 Norfolk	003 Sharon	005 West Brookfield
005 Leicester	006 North Adams	006 Sheffield	002 West Newbury
006 Lenox	002 North Andover	006 Shelburne	006 West Springfield
005 Leominster	004 North Attleboro	003 Sherborn	006 West Stockbridge
006 Leverett	005 North Brookfield	005 Shirley	004 West Tisbury
002 Lexington	002 North Reading	005 Shrewsbury	005 Westborough
006 Leyden	006 Northampton	006 Shutesbury	006 Westfield
002 Lincoln	005 Northborough	004 Somerset	002 Westford
002 Littleton	005 Northbridge	002 Somerville	006 Westhampton
006 Longmeadow	006 Northfield	006 South Hadley	005 Westminster
002 LOWELL	004 Norton	006 Southampton	002 Weston
006 Ludlow	003 Norwell	005 Southborough	004 Westport
005 Lunenburg	003 Norwood	005 Southbridge	003 Westwood
002 LYNN	004 Oak Bluffs	006 Southwick	003 Weymouth
002 Lynnfield	005 Oakham	005 Spencer	006 Whatly
002 Malden	006 Orange	006 SPRINGFIELD	003 Whitman
002 Manchester	004 Orleans	005 Sterling	006 Wilbraham
004 Mansfield	006 Otis	006 Stockbridge	006 Williamsburg
002 Marblehead	005 Oxford	002 Stoneham	006 Williamstown
004 Marion	006 Palmer	003 Stoughton	002 Wilmington
002 Marlborough	005 Paxton	002 Stow	005 Winchendon
003 Marshfield	002 Peabody	005 Sturbridge	002 Winchester
004 Mashpee	006 Pelham	002 Sudbury	006 Windsor
004 Mattapoissett	003 Pembroke	006 Sunderland	002 Winthrop
002 Maynard	002 Pepperell	005 Sutton	002 Woburn
003 Medfield	006 Peru	002 Swampscott	005 WORCESTER
002 Medford	005 Petersham	004 Swansea	006 Worthington
003 Medway	005 Phillipston	004 Taunton	003 Wrentham
002 Melrose	006 PITTSFIELD	005 Templeton	004 Yarmouth
005 Mendon	006 Plainfield		

INSTRUCTIONS FOR COMPLETING SPECIALTY AREAS
SECTION III OF APPLICANT DATA FORM

Note the rating scale, 1 - 7. You will now rate your own education and experience in each specialty area. Select the highest level that best describes your proficiency. You may base your proficiency on work experience in the specialty area, education toward a degree which included course work in the specialty area, or a combination of such education and experience.

Be careful to enter your rating for each specialty area on the light line marked with the "=>" arrow.

SPECIALTY AREAS AND DEFINITIONS

POSSESSION OF THE FOLLOWING MAY BE RATED AS LEVEL 7, PH.D OR EQUIVALENT, WHERE INDICATED:

CPA issued by State Board of Registration in Public Accountancy

CIA issued by the Institute of Internal Auditors, Inc.

CMA issued by the National Association of Accountants (NAA)

1. EDUCATION AND/OR EXPERIENCE IN GOVERNMENT ACCOUNTING PRINCIPLES AND PRACTICES

is defined as the art, principles, and methods of classifying, assembling, analyzing, verifying, and reporting the financial conditions and transactions of any local, state, or national units of government. CPA, CMA, or CIA = level 7.

2. EDUCATION AND/OR EXPERIENCE IN AUDITING GOVERNMENTAL PROGRAMS AND AGENCIES

is defined as the systematic analysis, appraisal, testing and verifying the legality, fidelity, efficiency, or feasibility of proposed or completed procedures, operations, transactions, expenditures, and the official books and records thereof, in a unit of government. CPA, CMA, or CIA = level 7.

3. EDUCATION AND/OR EXPERIENCE IN CONDUCTING AND/OR REVIEWING FINANCIAL AND OTHER COMPLIANCE AUDITS OF PUBLIC AND PRIVATE ORGANIZATIONS FOR STATE AND FEDERALLY FUNDED PROGRAMS

is defined as the activities associated with ensuring that both the financial and non-financial requirements as written in a state and/or federal grant or contract are met according to the prescribed schedule. Such responsibilities would include the review and audit of financial reports and other materials as submitted. CPA, CMA, or CIA = level 7.

4. EDUCATION AND/OR EXPERIENCE IN COST ACCOUNTING PRINCIPLES AND PRACTICES

is defined as the method of searching, assembling, and recording all of the expenditures incurred by the organization for purposes of analyzing, planning, or controlling organizational operations or activities. CPA, CMA, or CIA = level 7.

5. EDUCATION AND/OR EXPERIENCE IN THE OPERATION AND MAINTENANCE OF AUTOMATED ACCOUNTING AND MANAGEMENT INFORMATION SYSTEMS INCLUDING THE PREPARATION OF FINANCIAL AND OTHER MANAGEMENT REPORTS USING COMPUTER SOFTWARE PACKAGES

is defined as reconciliation of accounts using appropriate industry standard software packages, ensuring that an accurate chart of accounts is in use and that all entries total to correct account numbers, and the generation of various types of reports which may require the interface of report writing programs with data based ones.

6. EDUCATION AND/OR EXPERIENCE IN HOSPITAL ACCOUNTING AND REIMBURSEMENT SYSTEMS

is defined as the recording of each distinct phase of hospital financial activity or responsibility by segregating assets, liabilities and operations into special or fund groups. In addition to funds which may be used for general operating purposes, hospitals also receive gifts, grants and appropriations which may be used only for stipulated purposes. Examples of such restrictions are funds which must be kept intact and invested with only the income therefrom to be expended; sums to be used for construction of new hospital facilities; and amounts to be used for specific current purposes. CPA, CMA, or CIA = level 7.

7. EDUCATION AND/OR EXPERIENCE IN HOSPITAL HEALTH CARE, NURSING HOME, RELATED HEALTH CARE FACILITIES, SOCIAL, REHABILITATIVE, REGULATORY ORGANIZATIONS OR EDUCATIONAL SERVICES ACCOUNTING AND AUDITING OF FINANCIAL AND OTHER OPERATIONAL REPORTS

is defined as the systematic analysis, appraisal, testing, and verification of the legality, fidelity, efficiency, or feasibility of proposed or completed hospital, nursing home, rehabilitative, regulatory organizations or educational services procedures, operations, transactions, expenditures, and the official books, accounting records and operational reports thereof. CPA, CIA, or CMA = level 7.

8. EDUCATION AND/OR EXPERIENCE IN FINANCIAL ANALYSIS AND FINANCIAL ACCOUNTABILITY SYSTEMS

is defined as those systems which precede an audit and/or provide management with information relative to the financial status of the agency/organization at any point in time. The financial accountability aspect of this specialty area is the concept which validates a financial audit. The employee is wholly responsible for the accuracy of the financial report as presented. CPA, CIA, or CMA = level 7.

9. EDUCATION AND/OR EXPERIENCE IN AUTOMATED ACCOUNTING/AUDITING/BUDGETING SYSTEMS DESIGN, DEVELOPMENT AND IMPLEMENTATION

is defined as the identification of the essential variables associated with the creation of new accounting/auditing/budgeting programs, determination of the type of and in what format data will be processed and reported, and responsibility for the verification of test run systems against the control system ensuring account reconciliation and making modifications where appropriate.

COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF PERSONNEL ADMINISTRATION
APPLICANT DATA FORM

EXAMINATION ID. #:

I APPLICANT IDENTIFICATION

PRINT YOUR NAME AND MAILING ADDRESS:

First Name, Middle Initial and Last Name

Mailing Address (Number and Street, P.O. Box)

City or Town, State and Zip Code

Signature

I understand that false information may result
in disqualification and possible penalties of
perjury.

DIRECTIONS:

- Use only a No. 2 pencil to fill out this form.
- Erase errors completely and cleanly.
- Do not make stray marks on this form.

ACCEPTABLE MARKS



UNACCEPTABLE MARKS



SOCIAL SECURITY #

0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9

ANN. #

0	0	0	0
1	1	1	1
2	2	2	2
3	3	3	3
4	4	4	4
5	5	5	5
6	6	6	6
7	7	7	7
8	8	8	8
9	9	9	9

II LICENSES, CERTIFICATIONS,
AND REGISTRATIONSA. Indicate what current and valid
Massachusetts Motor Vehicle
Operator's License you hold:

- Class 1 ☐
Class 2 ☐
Class 3 ☐
None ☐

B. Indicate which of the following
occupational group licenses,
certifications, and registrations
you have:

None ☐
CPA ☐
CIA ☐
CMA ☐

III. SPECIALTY AREAS

For each of the specialty
areas shown below indicate
your level of proficiency
(training and experience)
using the scale (1-7)
provided.

7. PH.D OR 6 yrs. experience

6. MA/MS + 1 yr. experience OR 5 yrs. experience

5. MA/MS OR 4 yrs. experience

4. BA/BS + 1 yr. experience OR 3 yrs. experience

3. BA/BS OR 2 yrs. experience

2. AA/AS OR 1 yr. experience

1. None

1. GOVERNMENT ACCOUNTING PRINCIPLES AND
PRACTICES. ☐

1 2 3 4 5 6 7

2. AUDITING GOVERNMENTAL PROGRAMS AND
AGENCIES. ☐

1 2 3 4 5 6 7

3. COMPLIANCE AUDITING OF STATE AND
FEDERALLY FUNDED PROGRAMS. ☐

1 2 3 4 5 6 7

4. COST ACCOUNTING PRINCIPALS AND
PRACTICES. ☐

1 2 3 4 5 6 7

5. OPERATION OF AUTOMATED ACCOUNTING AND
MANAGEMENT INFORMATION SYSTEMS. ☐

1 2 3 4 5 6 7

6. HOSPITAL ACCOUNTING AND REIMBURSEMENT
SYSTEMS. ☐

1 2 3 4 5 6 7

7. HEALTH CARE/SOCIAL/EDUCATIONAL OR
REGULATORY AGENCY ACCOUNTING/AUDITING. ☐

1 2 3 4 5 6 7

8. FINANCIAL ANALYSIS AND FINANCIAL
ACCOUNTABILITY SYSTEMS. ☐

1 2 3 4 5 6 7

9. DESIGN/IMPLEMENTATION OF AUTOMATED
ACCOUNTING/AUDITING/BUDGETING SYSTEMS. ☐

1 2 3 4 5 6 7

DO NOT WRITE IN THIS SPACE

SIDE TWO

IV. LANGUAGES

Indicate in which of the following languages you are proficient/fluent.

<input checked="" type="checkbox"/> None	<input type="radio"/>
<input type="checkbox"/> Spanish	<input type="radio"/>
<input checked="" type="checkbox"/> Portuguese	<input type="radio"/>
<input type="checkbox"/> Chinese (any dialect)	<input type="radio"/>
<input checked="" type="checkbox"/> French/Haitian	<input type="radio"/>
<input type="checkbox"/> Portuguese/Creole	<input type="radio"/>
<input checked="" type="checkbox"/> American Sign Language	<input type="radio"/>

V. CLERICAL APPLICANTS ONLY

A. Indicate the highest number of mailable words per minute you can type.

<input type="checkbox"/> None	<input type="radio"/>
<input checked="" type="checkbox"/> 30	<input type="radio"/>
<input type="checkbox"/> 35	<input type="radio"/>
<input checked="" type="checkbox"/> 40	<input type="radio"/>
<input type="checkbox"/> 45	<input type="radio"/>
<input checked="" type="checkbox"/> 50	<input type="radio"/>
<input type="checkbox"/> 55	<input type="radio"/>
<input checked="" type="checkbox"/> 60	<input type="radio"/>

B. Indicate the highest rate (words per minute) at which you can take and transcribe dictation.

<input type="checkbox"/> None	<input type="radio"/>
<input checked="" type="checkbox"/> 80	<input type="radio"/>
<input type="checkbox"/> 100	<input type="radio"/>
<input checked="" type="checkbox"/> 120	<input type="radio"/>
<input type="checkbox"/> 150	<input type="radio"/>

VI. TYPE OF WORK

Indicate below all types of work you will accept:

<input type="checkbox"/> A full-time position	<input type="radio"/>
<input checked="" type="checkbox"/> A part-time position	<input type="radio"/>

VII. WORK LOCATION PREFERENCES

<input type="checkbox"/> 001 Boston	<input type="radio"/>
<input checked="" type="checkbox"/> 002 Metro North	<input type="radio"/>
<input type="checkbox"/> 003 Metro South	<input type="radio"/>
<input checked="" type="checkbox"/> 004 Southeastern Mass.	<input type="radio"/>
<input type="checkbox"/> 005 Central Mass.	<input type="radio"/>
<input checked="" type="checkbox"/> 006 Western Mass.	<input type="radio"/>

SPECIAL STATUS (Check which status applies to you):

<input type="checkbox"/> A veteran who served in the Armed Forces of the USA during wartime.	<input type="radio"/>
<input checked="" type="checkbox"/> A disabled veteran (not less than 10% disability).	<input type="radio"/>

NOTE: If you have blackened a bubble for one of the above, you must submit a copy of your DD FORM 214 (Release from Active Duty) with this form so that preference may be granted.

The unremarried surviving spouse or parent of a veteran whose death occurred during wartime services or who died from a service-connected disability incurred during wartime services.

<input type="radio"/>

DO NOT WRITE IN THIS SPACE

HOW WAS THE EXAM?

The examination you just finished is a key step in the civil service hiring process. It allows you to compete with other applicants and to show that you have the knowledges and abilities that are needed on the job. Please take a moment now to give us your opinion of the exam, and how well it met its purpose.

Please rate the written examination on the following areas.

1. Overall fairness:

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

2. Fairness for various ethnic, racial and religious groups:

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

3. Exam's coverage of knowledges and abilities needed for the job:

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

4. Currency of the test items (e.g., is the vocabulary up to date):

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

5. Accuracy of the test items (e.g., no typos, no misspelled words):

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

6. Level of difficulty of the test items:

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

7. Clarity of the written examination instructions:

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

8. Clarity of the instructions given by the monitor:

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

9. Monitor's ability to answer questions about the exam administration:

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

10. Overall evaluation of the exam:

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

(Turn page over)

11. The exam you just took is a "banded" examination, where one exam is used for many job titles. What do you think of this type of examination?

Good idea []

Confusing []

Don't Know/Undecided []

12. Was the time limit on the examination adequate?

Too short []

Just Right []

Too Long []

13. How did you hear about this examination?

Radio or TV []

City or Town Hall or Library []

Employee or Professional Organization []

State Agency []

Word of Mouth []

Other [] specify: _____

14. Are you now a state employee?

Yes []

No []

15. How many of the 19 job titles covered

by this exam did you attempt to qualify for? []

Please give this page to the monitor when you are done with it.

Thank you for filling out this survey.

Note on Examination Protests

This survey form will not be considered a formal protest of any part of this examination. Applicants may request the Personnel Administrator to review whether the examination was a fair test of applicants' ability to perform the primary duties of the position. Such requests must be filed with the Administrator within 7 days of the examination and must include specific references to publications relied on to support the allegations. See Massachusetts General Laws Chapter 31, Section 21 for the specific requirements for filing such a request.

**INDICATING YOUR ADDITIONAL JOB-RELATED
QUALIFICATIONS AT THE EXAMINATION SITE**

You will be given an **APPLICANT DATA FORM** to fill out at the examination. Additional job-related qualification requirements have been authorized for some positions. The section of the **APPLICANT DATA FORM** on which you will identify your additional qualifications will look like the following:

III SPECIALTY AREAS									
For each of the specialty areas shown below indicate your level of proficiency (training and experience) using the scale (1-7) provided.									
<div style="display: flex; justify-content: space-between; padding: 0 10px;"> <div>7. PH.D OR 6 yrs. experience</div> <div>6. MA/MS + 1 yr. experience OR 5 yrs. experience</div> <div>5. MA/MS OR 4 yrs. experience</div> <div>4. BA/BS + 1 yr. experience OR 3 yrs. experience</div> <div>3. BA/BS OR 2 yrs. experience</div> <div>2. AA/AS OR 1 yr. experience</div> <div>1. None</div> </div>									
1. GOVERNMENT ACCOUNTING PRINCIPLES AND PRACTICES.	1	2	3	4	5	6	7		
2. AUDITING GOVERNMENTAL PROGRAMS AND AGENCIES.	1	2	3	4	5	6	7		
3. COMPLIANCE AUDITING OF STATE AND FEDERALLY FUNDED PROGRAMS.	1	2	3	4	5	6	7		
4. COST ACCOUNTING PRINCIPLES AND PRACTICES.	1	2	3	4	5	6	7		
5. OPERATION OF AUTOMATED ACCOUNTING AND MANAGEMENT INFORMATION SYSTEMS.	1	2	3	4	5	6	7		
6. HOSPITAL ACCOUNTING AND REIMBURSEMENT SYSTEMS.	1	2	3	4	5	6	7		
7. HEALTH CARE/SOCIAL/EDUCATIONAL OR REGULATORY AGENCY ACCOUNTING/AUDITING.	1	2	3	4	5	6	7		
8. FINANCIAL ANALYSIS AND FINANCIAL ACCOUNTABILITY SYSTEMS.	1	2	3	4	5	6	7		
9. DESIGN/IMPLEMENTATION OF AUTOMATED ACCOUNTING/AUDITING/BUDGETING SYSTEMS.	1	2	3	4	5	6	7		

Note the rating scale, 1 - 7. You will be asked to rate your own education and experience in each specialty area. Select the highest level that best describes your proficiency. You may base your proficiency on work experience in the specialty area, education toward a degree which included course work in the specialty area, or a combination of such education and experience.

Be careful to enter your rating for each specialty area on the light line marked with the "=>" arrow.

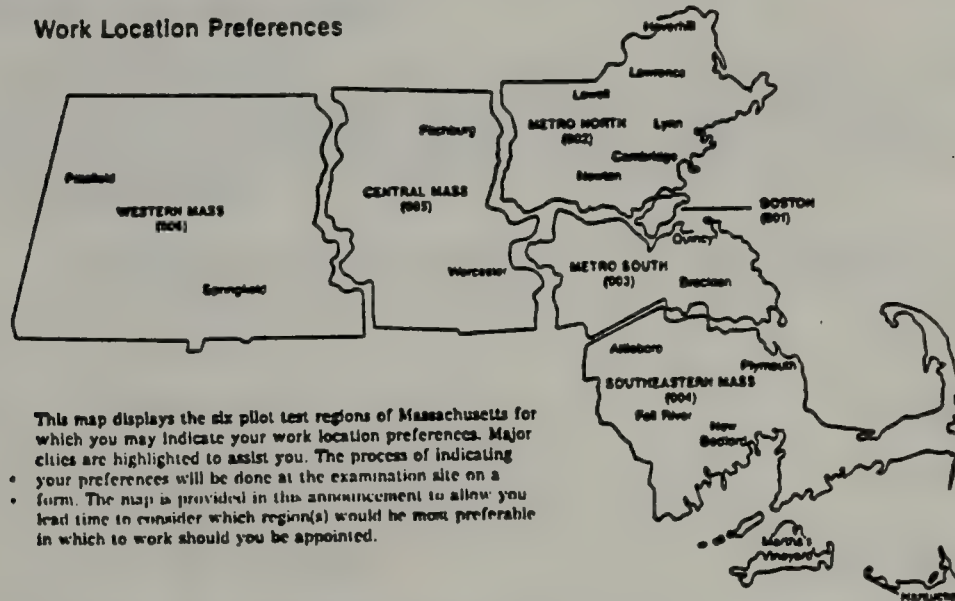
The reverse side of this sheet, **SPECIALTY AREAS AND DEFINITIONS**, describes the fields of work within which such additional job-related qualification requirements have been authorized.

(SEE OTHER SIDE)

INDICATING YOUR WORK LOCATION PREFERENCES AT THE EXAMINATION SITE

You will be given an APPLICANT DATA FORM to fill out at the examination. You may select which region(s) in which you would accept a job from the following map.

Work Location Preferences



This map displays the six pilot test regions of Massachusetts for which you may indicate your work location preferences. Major cities are highlighted to assist you. The process of indicating your preferences will be done at the examination site on a form. The map is provided in this announcement to allow you lead time to consider which region(s) would be most preferable in which to work should you be appointed.

The section of the APPLICANT DATA FORM on which you will identify your work location preferences will look like the following. Note the three-digit code for each region.

VII. WORK LOCATION PREFERENCES

001 Boston

002 Metro North

003 Metro South

004 Southeastern Mass.

005 Central Mass.

006 Western Mass.

001
002
003
004
005
006

The following listing of cities and towns shows the three-digit code for the region in which each city or town is located.

003 Abington	005 Blackstone	004 Chilmark	002 Essex
002 Acton	006 Blandford	006 Clarksburg	002 Everett
004 Acushnet	002 Bolton	005 Clinton	004 Fairhaven
006 Adams	001 BOSTON	003 Cohasset	004 FALL RIVER
006 Agawam	004 Bourne	006 Colrain	004 Falmouth
006 Alford	002 Boxborough	002 Concord	005 FITCHBURG
002 Amesbury	002 Boxford	006 Conway	006 Florida
006 Amherst	005 Boylston	006 Cummington	003 Foxborough
002 Andover	003 Braintree	006 Dalton	003 Framingham
002 Arlington	004 Brewster	002 Danvers	003 Franklin
005 Ashburnham	004 Bridgewater	004 Dartmouth	004 Freetown
005 Ashfield	006 Brimfield	003 Dedham	005 Gardner
003 Ashland	003 BROCKTON	006 Deerfield	004 Gay Head
005 Athol	005 Brookfield	004 Dennis	002 Georgetown
004 ATTLEBORO	002 Brookline	004 Dighton	006 Gill
005 Auburn	006 Buckland	005 Douglas	002 Gloucester
003 Avon	002 Burlington	003 Dover	006 Goshen
002 Ayer	002 CAMBRIDGE	002 Dracut	004 Gosnold
004 Barnstable	003 Canton	005 Dudley	005 Grafton
005 Barre	002 Carlisle	002 Dunstable	006 Granby
006 Becket	004 Carver	003 Duxbury	006 Granville
002 Bedford	006 Charlemont	004 East Bridgewater	006 Great Barrington
006 Belchertown	005 Charlton	005 East Brookfield	006 Greenfield
003 Bellingham	004 Chatham	006 East Longmeadow	002 Groton
002 Belmont	002 Chelmsford	004 Eastham	002 Groveland
004 Berkley	002 Chelsea	006 Easthampton	006 Hadley
002 Berlin	006 Cheshire	004 Easton	004 Halifax
006 Bernardston	006 Chester	004 Edgartown	002 Hamilton
002 Beverly	006 Chesterfield	006 Egremont	006 Hampden
002 Billerica	006 Chicopee	006 Erving	006 Hancock

SAMPLE TEST QUESTIONS
FOR THE NEW EXAMINATION PROGRAM PILOT
FOR CAREERS IN ACCOUNTING, AUDITING, BUDGETING

SCHEDULED TO BE HELD ON APRIL 16, 1988

THE TIME LIMIT FOR THIS EXAMINATION WILL BE 4 1/2 HOURS
THE ENTIRE WRITTEN EXAMINATION WILL CONSIST OF TWO HUNDRED (200) QUESTIONS.
APPLICANTS MAY USE NONPROGRAMMABLE CALCULATORS.

WRITTEN EXAMINATION: COMPONENTS FOR SPECIFIC TITLES

- A. THE CHART BELOW DISPLAYS REQUIRED TEST SECTIONS FOR SPECIFIC JOB TITLES IN THE BUDGET AND ACCOUNTING FIELD. YOU MUST COMPLETE THE FOLLOWING REQUIRED TEST SECTIONS TO BE ELIGIBLE FOR EACH TITLE. YOUR MARK FOR EACH TITLE WILL BE BASED ON ALL SECTIONS REQUIRED FOR THAT TITLE.

<u>TITLE</u>	<u>REQUIRED TEST SECTIONS</u>	<u>TOTAL NUMBER OF QUESTIONS</u>
ACCOUNTANT I AND II	IA AND IB	75 QUESTIONS
INSTITUTION TREASURER I AND II	IA AND IB	75 QUESTIONS
BUDGET EXAMINER I	IA AND IB	75 QUESTIONS
BUDGET EXAMINER II AND III	IA, IB, AND IIB	100 QUESTIONS
ACCOUNTANT III, IV, AND V	IA, IB, IIA, AND IIIB	125 QUESTIONS
ACCOUNTANT, BUREAU OF ACCOUNTS, D.O.R., I AND II	IA, IB, IIA, AND IIC	125 QUESTIONS
AUDITOR I AND II	IA, IB, IIA, AND IIC	125 QUESTIONS
AUDITOR III AND IV	IA, IB, IIA, IIC, IIIA, AND IIIB	175 QUESTIONS
ACCOUNTANT, BUREAU OF ACCOUNTS, D.O.R., III, IV, AND V	IA, IB, IIA, IIB, IIC, IIIA, IIIB	200 QUESTIONS

- B. THE WRITTEN EXAMINATION CONSISTS OF SEVEN SECTIONS, WITH EACH SECTION COVERING DIFFERENT SUBJECTS OR GROUP OF SUBJECTS. THESE SECTIONS ARE DISPLAYED BELOW WITH THE RESPECTIVE NUMBER OF QUESTIONS CORRESPONDING TO EACH SECTION IN PARENTHESES.

<u>TEST SECTIONS</u>	<u>NUMBER OF QUESTIONS</u>
IA ENTRY-LEVEL ACCOUNTING	50 QUESTIONS
IB REPORT WRITING/PREPARING CHARTS, GRAPHS, AND TABLES/READING AND INTERPRETING DATA	25 QUESTIONS
IIA ADVANCED-LEVEL ACCOUNTING	25 QUESTIONS
IIB BUDGETING	25 QUESTIONS
IIC AUDITING	25 QUESTIONS
IIIA ADVANCED-LEVEL AUDITING	25 QUESTIONS
IIIB SUPERVISION	25 QUESTIONS

(CONTINUE)

NEW EXAMINATION PROGRAM PILOT FOR CAREERS IN
ACCOUNTING, AUDITING, AND BUDGETING

INCLUDING:

ACCOUNTANT I AND II
INSTITUTION TREASURER I AND II
BUDGET EXAMINER I

BUDGET EXAMINER II AND III

ACCOUNTANT III, IV, V

ACCOUNTANT, BUREAU OF ACCOUNTS, D.O.R., I AND II
AUDITOR I AND II

AUDITOR III AND IV

ACCOUNTANT, BUREAU OF ACCOUNTS D.O.R., III, IV, AND V

TIME LIMIT - 4 1/2 HOURS

NOTE: THE COPYING OF TEST ITEMS, OR ANSWERS, OR THE REMOVAL OF ANY PART OF THE EXAMINATION BOOKLET FROM THE ROOM WILL RESULT IN THE CANCELLATION OF YOUR EXAMINATION.

NOTE: THIS BOOKLET CONTAINS THE QUESTIONS FOR THE ENTIRE WRITTEN TEST AND SHOULD CONSIST OF _____ CONSECUTIVELY NUMBERED PAGES. EXAMINE YOUR BOOKLET TO BE SURE IT IS NOT DEFECTIVE IN ANY WAY. YOU ARE RESPONSIBLE FOR OBTAINING A COMPLETE BOOKLET.

NOTE: APPLICANTS FOR ACCOUNTANT I AND II, INSTITUTION TREASURER I AND II AND BUDGET EXAMINER I SHOULD ANSWER QUESTIONS 1 THROUGH 75.

NOTE: APPLICANTS FOR BUDGET EXAMINER II AND III SHOULD ANSWER QUESTIONS 1 THROUGH 75 AND QUESTIONS 101 THROUGH 125.

NOTE: APPLICANTS FOR ACCOUNTANT III, IV, AND V, SHOULD ANSWER QUESTIONS 1 THROUGH 100 AND QUESTIONS 176 TO 200.

NOTE: APPLICANTS FOR ACCOUNTANT, BUREAU OF ACCOUNTS, D.O.R., I AND II, AND AUDITOR I AND II SHOULD ANSWER QUESTIONS 1 THROUGH 100 AND QUESTIONS 126 THROUGH 150.

NOTE: APPLICANTS FOR AUDITOR III AND IV SHOULD ANSWER QUESTIONS 1 THROUGH 100 AND QUESTIONS 126 THROUGH 200.

NOTE: APPLICANTS FOR ACCOUNTANT, BUREAU OF ACCOUNTS, D.O.R. III, IV AND V SHOULD ANSWER QUESTIONS 1 THROUGH 200.

NOTE: APPLICANTS FOR MORE THAN ONE TITLE SHOULD MAKE SURE THAT THEY ANSWER THE REQUIRED QUESTIONS FOR EACH TITLE AS SPECIFIED ABOVE.

NOTE: ALL QUESTIONS HAVE EQUAL VALUE FOR MARKING PURPOSES. THE EXACT VALUE WILL DEPEND ON A POST EXAMINATION REVIEW FOR FAULTY QUESTIONS.

NOTE: TWO BLANK SHEETS OF PAPER ARE PROVIDED AT THE END OF THE TEST BOOKLET FOR COMPUTATIONS. APPLICANTS MAY USE NON-PROGRAMMABLE CALCULATORS.

NOTE: APPLICANTS MAY REQUEST THE PERSONNEL ADMINISTRATOR TO CONDUCT A REVIEW OF WHETHER THIS EXAMINATION WAS A FAIR TEST OF THE APPLICANTS' FITNESS TO PERFORM THE PRIMARY OR DOMINANT DUTIES OF THE POSITION. SUCH REQUESTS MUST BE FILED WITH THE ADMINISTRATOR WITHIN SEVEN DAYS OF THE EXAMINATION AND MUST STATE IN DETAIL THE ALLEGATIONS ON WHICH IT IS BASED. THE REQUEST MUST ALSO INCLUDE SPECIFIC REFERENCES TO BOOKS OR OTHER PUBLICATIONS RELIED UPON TO SUPPORT THE ALLEGATIONS. SEE M.G.L. CHAPTER 31, SECTION 22 FOR THE SPECIFIC REQUIREMENTS FOR FILING SUCH A REQUEST.

(CONTINUE)

NOTE: THE CORRECT RESPONSE FOR EACH SAMPLE QUESTION IS INDICATED BY AN ASTERISK (*).

TEST SECTION IA - ENTRY-LEVEL ACCOUNTING

1. IN ACCOUNTING WORK, AN ACCOUNT THAT HAS HAD ITS BALANCE TRANSFERRED TO ANOTHER ACCOUNT IS GENERALLY KNOWN AS A:
 - A. REAL ACCOUNT
 - B. MIXED ACCOUNT
 - *C. CLOSED ACCOUNT
 - D. RESERVE ACCOUNT
2. ASSUME THAT A LARGE ORGANIZATION USES SPECIAL JOURNALS IN ADDITION TO THE GENERAL JOURNAL FOR RECORDING TRANSACTIONS. IF THE ORGANIZATION ISSUES A 30-DAY NON-INTEREST BEARING NOTE TO A CREDITOR FOR GOODS PURCHASED, THE ENTRY FOR SUCH TRANSACTION SHOULD BE RECORDED IN THE:
 - A. SALES JOURNAL
 - *B. GENERAL JOURNAL
 - C. CASH DISBURSEMENT JOURNAL
 - D. PURCHASES JOURNAL

TEST SECTION IB - REPORT WRITING/PREPARING CHARTS, GRAPHS, AND TABLES/READING AND INTERPRETING DATA

3. ALL BUT ONE OF THE FOLLOWING PRACTICES ARE CONSIDERED TO BE EFFECTIVE IN WRITING A FORMAL REPORT. THE EXCEPTION IS TO:
 - A. TAKE UP INDEPENDENT IDEAS IN SEPARATE PARAGRAPHS OF THE REPORT
 - B. GIVE ALL THE EVIDENCE ON WHICH THE CONCLUSIONS CONTAINED IN THE REPORT ARE BASED IN THE REPORT
 - *C. MAKE ALL THE PARAGRAPHS IN THE REPORT EXACTLY THE SAME LENGTH
 - D. LIST THE RECOMMENDATIONS MADE IN THE REPORT AT THE BEGINNING IF THE REPORT IS LONG
4. CONSIDER THE FOLLOWING STATEMENT:

THE (x) MAKES A COMPARISON OF VARIOUS COMPONENTS WITH EACH OTHER AND WITH THE WHOLE. HOWEVER, THIS TYPE SHOULD BE USED SPARINGLY, ESPECIALLY WHEN THERE ARE MANY SEGMENTS. IT IS NOT ONLY DIFFICULT TO COMPARE AREA SEGMENTS, BUT MOST DIFFICULT TO LABEL THEM PROPERLY.

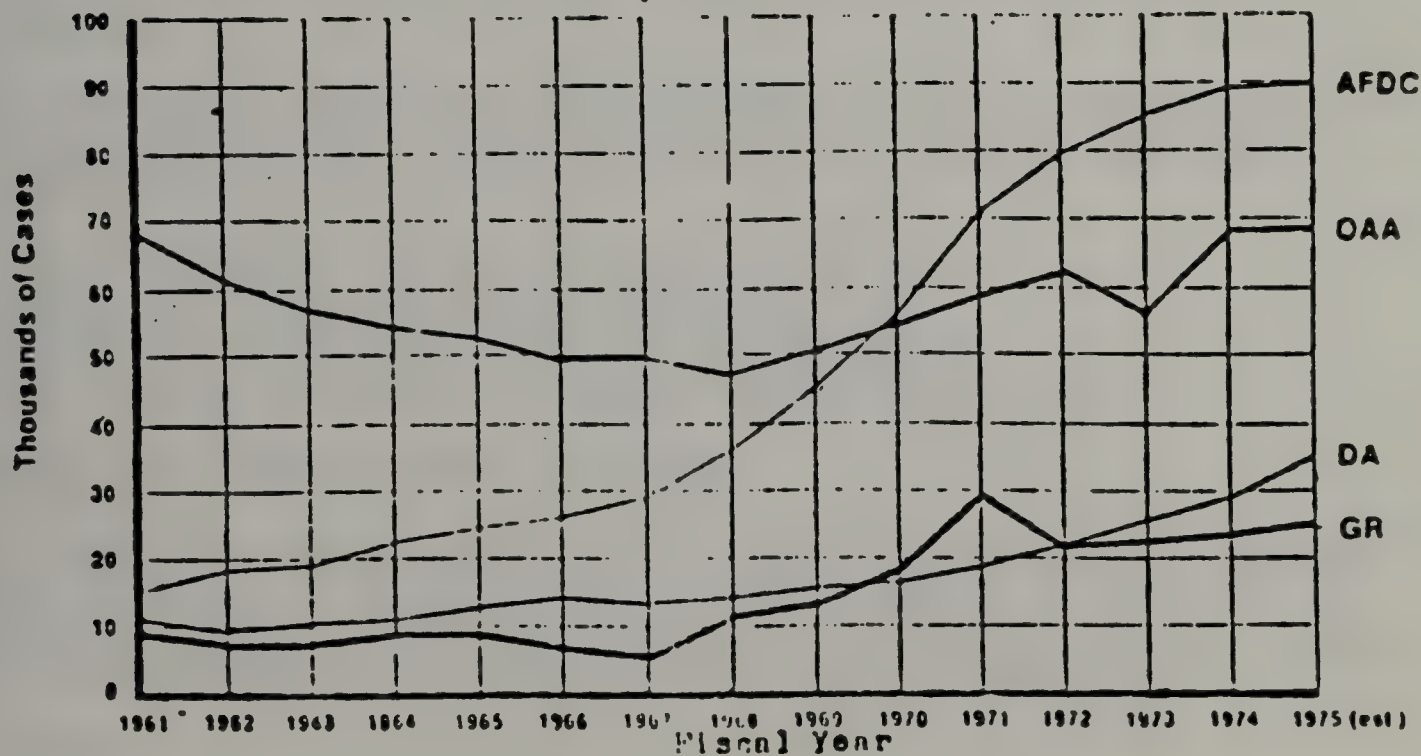
THE WORDS THAT ARE MISSING IN SPACE (x), ABOVE, ARE:

- *A. PIE CHART
- B. LINE CHART
- C. BAR CHART
- D. COLUMN CHART

(CONTINUE)

NOTE: QUESTIONS 5 AND 6 ARE DESIGNED TO MEASURE YOUR ABILITY TO UNDERSTAND AND INTERPRET MATERIAL PRESENTED IN GRAPHIC FORM, AND TO MAKE SIMPLE COMPUTATIONS BASED ON SUCH MATERIAL. STUDY FIGURE I, BELOW. THEN READ AND ANSWER THE QUESTIONS BASED ON THIS GRAPHIC REPRESENTATION. YOU MAY REFER TO FIGURE I AS OFTEN AS YOU WISH IN ANSWERING THESE QUESTIONS.

FIGURE I
DEPARTMENT OF PUBLIC WELFARE:
AVERAGE YEARLY CASELOADS FOR CASH ASSISTANCE PROGRAM



5. THE DA PROGRAM AND THE GR PROGRAM HAD MOST NEARLY THE SAME AVERAGE YEARLY CASELOAD IN:
 - A. 1967
 - B. 1970
 - *C. 1972
 - D. 1974

6. THE TWO CASH ASSISTANCE PROGRAMS FOR WHICH THE HIGHEST AVERAGE YEARLY CASELOAD AND THE LOWEST AVERAGE YEARLY CASELOAD WERE RECORDED IN 1968 ARE:
 - *A. OAA AND GR
 - B. AFDC AND GR
 - C. DA AND OAA
 - D. GR AND DA

(CONTINUE)

7. IF THE COST OF GOVERNMENT IN AMERICA TODAY IS MORE THAN IT WAS UNDER THE PREVIOUS PRESIDENT, THEN WE MAY MOST REASONABLY CONCLUDE THAT:
- A. AMERICA NEEDS TO HAVE THE MOST EFFECTIVE, EFFICIENT GOVERNMENT IT CAN AFFORD
 - *B. SINCE THE NEW PRESIDENT TOOK OFFICE, THE COST OF GOVERNMENT HAS GONE UP
 - C. MORE GOVERNMENT SERVICES ARE BEING PROVIDED UNDER THE NEW PRESIDENT THAN DURING HIS PREDECESSOR'S TIME
 - D. TOO MUCH MONEY IS BEING WASTED IN THE PROVISION OF GOVERNMENT SERVICES
8. IF ALL GOVERNMENT PROCEDURES ARE BASED UPON LAW AND TAX OBLIGATIONS ARE BASED UPON LAW, THEN WE MAY MOST REASONABLY CONCLUDE FROM THESE TWO STATEMENTS THAT:
- A. LAW IS GOVERNMENT PROCEDURES OR TAX OBLIGATIONS
 - B. GOVERNMENT PROCEDURES EXCLUDE TAX OBLIGATIONS
 - C. LAW IS GOVERNMENT PROCEDURES AND TAX OBLIGATIONS
 - *D. LAW INCLUDES GOVERNMENT PROCEDURES AND TAX OBLIGATIONS

TEST SECTION IIA - ADVANCED-LEVEL ACCOUNTING

9. IF THE MONTH-END BANK STATEMENT SHOWS A BALANCE OF \$40,000, OUTSTANDING CHECKS ARE \$8,000, A DEPOSIT OF \$2,000 WAS IN TRANSIT AT MONTH-END, AND A CHECK FOR \$400 WAS ERRONEOUSLY CHARGED BY THE BANK AGAINST THE ACCOUNT, THE CORRECT BALANCE OF THE BANK ACCOUNT AT THE MONTH-END IS:
- A. \$33,600
 - *B. \$34,400
 - C. \$45,600
 - D. \$46,400

TEST SECTION IIB - BUDGETING

10. A WELL-PLANNED BUDGET HELPS MANAGEMENT IN SEVERAL WAYS. GENERALLY, IT IS THOUGHT THAT ITS PRIMARY FUNCTION IS TO:
- A. ESTABLISH LIMITS FOR UNIT EXPENDITURES
 - B. CONTROL THE RANGE OF UNNECESSARY EXPENDITURES
 - *C. SERVE AS A GUIDE IN PLANNING FINANCIAL OPERATIONS
 - D. DEVELOP NEW IDEAS AND METHODS FOR IMPLEMENTATION

(CONTINUE)

TEST SECTION IIC - AUDITING

11. AUDIT WORKING PAPERS ARE THE PROPERTY OF:

- A. THE AUDITEE
- *B. THE AUDITOR
- C. BOTH THE AUDITOR AND THE AUDITEE
- D. THE BOARD OF DIRECTORS OF THE BODY THAT COMMISSIONED THE AUDIT

12. ALL BUT ONE OF THE FOLLOWING ARE COMMONLY USED IN CONNECTION WITH AUDITING WORK. THE EXCEPTION IS:

- A. MULTI-COLUMN WORK SHEETS
- B. CALCULATOR/ADDING MACHINE
- *C. ACTUARIAL TABLES
- D. FLOW CHARTS

TEST SECTION IIIA - ADVANCED LEVEL AUDITING

13. ALL BUT ONE OF THE FOLLOWING AUDIT PROCEDURES RELATE INDEPENDENT DATA TO ONE ANOTHER. THE EXCEPTION IS:

- *A. FOOTING
- B. ANALYZING
- C. CONFIRMING
- D. TRACING

TEST SECTION IIIB - SUPERVISION

14. INSOFAR AS SUPERVISOR-SUBORDINATE RELATIONS ARE CONCERNED, IT IS CORRECT TO SAY THAT THE AVERAGE:

- A. SUBORDINATE ALWAYS RESENTS AUTHORITY, EVEN THOUGH SUCH RESENTMENT IS USUALLY HIDDEN
- B. SUPERVISOR STARTS OUT WITH TWO STRIKES AGAINST HIM/HER, INSOFAR AS HIS/HER SUBORDINATES ARE CONCERNED
- C. SUBORDINATE IS NOT QUICK TO NOTE THE DEFICIENCIES OR ABILITIES OF HIS/HER SUPERVISOR
- *D. SUBORDINATE ASSUMES AND HOPES THAT HIS/HER SUPERVISOR IS QUALIFIED UNTIL THE SUPERVISOR INDICATES OTHERWISE

15. ORDINARILY, THE TYPE OF INFORMATION WHICH IS MOST IMPORTANT FOR A NEWLY APPOINTED SUPERVISOR TO KNOW WHEN HE/SHE BEGINS THE JOB IS THE:

- A. HISTORY AND PROGRESS OF THE DEPARTMENT
- B. PROGRESS OF OTHER DEPARTMENTS DOING RELATED WORK
- *C. NATURE AND SCOPE OF AUTHORITY IN EACH WORK AREA IN WHICH HE/SHE FUNCTIONS
- D. PUBLIC RELATIONS ACTIVITIES OF THE DEPARTMENT

DEPARTMENT OF PERSONNEL ADMINISTRATION
ONE ASHBURTON PLACE, BOSTON, MA 02108

T E S T R E S U L T N O T I F I C A T I O N

JOHN R. DOE
33 MAIN STREET
ANYWHERE, MA 02134

SSN: 026367882
EXAM ID NO.: 02543
ANNC. NO.: 0813

DEAR APPLICANT:

THIS IS TO INFORM YOU THAT YOU HAVE PASSED THE COMPONENTS
FOR THE FOLLOWING TITLES OF YOUR EXAMINATION FOR BUDGET AND
ACCOUNTING SERIES THAT WAS HELD ON 1988:

<u>TITLES SELECTED</u>	<u>PASSING SCORE</u>	<u>YOUR SCORE</u>
ACCOUNTANT I		
ACCOUNTANT II		
BUDGET EXAMINER I		
INSTITUTION TREASURER I		
INSTITUTION TREASURER II	70.00	81.00
BUDGET EXAMINER II		
BUDGET EXAMINER III	70.00	85.00
ACCOUNTANT, BUREAU OF ACCOUNTS, DOR, I		
ACCOUNTANT, BUREAU OF ACCOUNTS, DOR, II		
AUDITOR I		
AUDITOR II	70.00	87.00

THIS IS TO INFORM YOU THAT YOU DID NOT PASS THE COMPONENTS
FOR THE FOLLOWING TITLES OF YOUR EXAMINATION FOR BUDGET AND
ACCOUNTING SERIES THAT WAS HELD ON MARCH 4, 1988:

<u>TITLES SELECTED</u>	<u>PASSING SCORE</u>	<u>YOUR SCORE</u>
ACCOUNTANT III		
ACCOUNTANT IV		
ACCOUNTANT V	70.00	64.00
AUDITOR III		
AUDITOR IV	70.00	59.00
ACCOUNTANT, BUREAU OF ACCOUNTS, DOR, III		
ACCOUNTANT, BUREAU OF ACCOUNTS, DOR, IV		
ACCOUNTANT, BUREAU OF ACCOUNTS, DOR, V	70.00	61.00

PLEASE NOTE THAT DUE TO THE DIVERSITY OF THIS EXAMINATION,
INDIVIDUAL STANDINGS ON ELIGIBLE LISTS ARE NOT AVAILABLE.

ALPHABETICAL LIST ESTABLISHED BY THE PERSONNEL ADMINISTRATOR

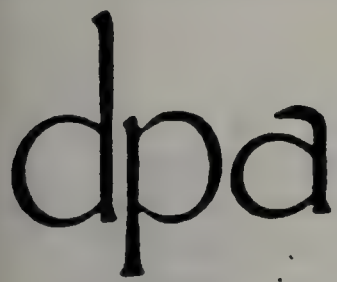
MARKS SENT: JULY 29, 1988 EXAM HELD: APRIL 16, 1988

TITLES COVERED BY NEP ANNOUNCEMENT 0813

BUDGET AND ACCOUNTING SERIES

1.	07R01	ACCOUNTANT I	1060 examined	0510A
2.	08R01	ACCOUNTANT II	787 passed	
3.	07R05	BUDGET EXAMINER I	273 failed	
4.	14V03	INSTITUTION TREASURER I		
5.	08R09	INSTITUTION TREASURER II		
6.	07R03	AUDITOR I	613 examined	0541A
7.	09R03	AUDITOR II	467 passed	
8.	09R23	ACCOUNTANT, DOR, I	146 failed	
9.	11R21	ACCOUNTANT, DOR, II		
10.	09R05	BUDGET EXAMINER II	552 examined	0560B
11.	11R03	BUDGET EXAMINER III	473 passed 79 failed	
12.	10R01	ACCOUNTANT III	707 examined	0510B
13.	12R01	ACCOUNTANT IV	609 passed	
14.	14R01	ACCOUNTANT V	98 failed	
15.	12R02	AUDITOR III	486 examined	0541B
16.	15R01	AUDITOR IV	400 passed 86 failed	
17.	13R07	ACCOUNTANT, DOR, III	442 examined	0514B
18.	15R06	ACCOUNTANT, DOR, IV	367 passed	
19.	16R03	ACCOUNTANT, DOR, V	75 failed	

SUB-POOLS



commonwealth of massachusetts

PERSONNEL INFORMATION

department of personnel administration

November 23, 1987

To: State Appointing Authorities

From: *Or* Billie Theberge, Director, Bureau of State Services

Subject: Integrating Agency Requirements into the
New Examination Program Pilot

The New Examination Program (NEP) Pilot covering nineteen separate titles in the budget and accounting occupational field (see Attachment) is scheduled for administration on April 16, 1988. The New Examination Program pilot is a project to test new approaches in the design and administration of Civil Service examinations.

Key components of the pilot project are:

- 1) A generic written examination whose components, in different combinations, measure the major knowledges and abilities required for nineteen separate job titles;
- 2) Increased involvement by state agencies in examination development;
- 3) Participation of employee organizations in the planning of examinations;
- 4) Development of an information and outreach process that informs the public and current employees about the New Examination Program pilot;
- 5) Flexibility in selection to ensure that appointing authorities are able to employ qualified personnel; and,
- 6) An evaluation of the pilot effort.

One feature of the pilot project is the expanded use of specialty areas to reflect job-related qualification requirements for specific positions. An appointing authority may identify job-related qualification requirements for specific positions on the Specialty Area Form (attached). DPA will review all specialty areas and determine which job-related qualification requirements are appropriate. Applicants will indicate their level of education and experience for each specialty area on a machine-readable Applicant Data Form (attached). Information collected from applicants at the time of the examination concerning these specialty areas will be used in the certification process.

It is essential to note that job-related qualification requirements are not limited to the current selective certification requirements (e.g. gender, language, EMT, etc.). These specialty areas may extend beyond current selective certification requirements, but nonetheless must be determined by DPA to be job-related.

Please indicate on the attached Specialty Area Form job-related qualification requirements, if any, for applicable titles in the occupational group in Budget and Accounting in your department. Instructions are included on the reverse side of the form. A sample of a completed Speciality Area Form and appropriate Classification Specifications are also included. In order to give your request due consideration, DPA needs your request by December 23, 1987.

A PMIS (IMAGINE) report containing both position and occupancy information is attached to assist you in this process. The report provides the following information:

- Account Number
- Position Number
- Position Title
- Pay Title
- Occupancy Status
- Employee's Last Name
- Ownership Status

A second purpose of this PMIS (IMAGINE) report is to come to closure on the accurate and current geographic location of positions covered by the pilot.

The enclosed map with an index of cities and towns (Alpha and Regional Listings) shows six regions: Boston, Metro North, Metro South, Southeastern Mass, Central Mass, and Western Mass.

It would be most helpful to us if you could indicate the regional location for each vacant and provisionally filled position on the IMAGINE report and return it to us so that we can provide job location information to applicants. Because of the changing nature of job locations, we certainly understand that the information provided to the applicants will be general and that no assurances can be given concerning the specific location until the time of actual certification.

Also included in this package is a draft copy of the examination announcement.

Questions about the content or purpose of this memorandum may be directed to my office on 727-5504.

OT/elt
Attachments

NEW EXAMINATION PROGRAM PILOT

SPECIALTY AREA FORM

- (1) DEPARTMENT NAME: _____ DEPT. NO: _____
- (2) PAYROLL TITLE : _____ PAYROLL TITLE CODE: _____
- (3) APPROPRIATION ACCOUNT(s): _____ - _____ / _____ - _____
- (4) POSITION NUMBER(s): _____ / _____ / _____ / _____
- (5) JOB-RELATED QUALIFICATION REQUIREMENT (INCLUDING MINIMUM PROFICIENCY LEVEL)

--

(a) Cite law or rule and/or regulation(s) mandating this requirement, if any:

(b) If there is no law or rule and/or regulation mandating this requirement, indicate specifically which duty or duties are performed necessitating this as a requirement in the blocks below:

DESCRIPTION OF DUTY:

COMMENT ON FREQUENCY AND CRITICALITY OF DUTY:

The requirement indicated above accurately reflects the qualification needed by the person selected on the first day of employment.

SIGNATURE OF APPOINTING AUTHORITY: _____ Date: _____

NAME AND TELEPHONE NUMBER OF CONTACT PERSON:

INSTRUCTIONS FOR COMPLETING SPECIALTY AREA FORM

- LINE 1: Enter the name of your Department and your three-digit PMIS Department Number.
- LINE 2: Enter the payroll title and payroll title code number for which the job-related qualification requirement is needed.
- LINE 3: Enter the Appropriation Account(s) and Position Number(s) of the specific positions requiring this qualification, if possible. A separate position number listing may be attached to this form for multiple positions having identical job-related qualification requirements. Specific position and appropriation number information is needed to trigger selective certification on positions where job-related qualification requirements have been approved.
- AND 4:
- LINE 5: Describe the job-related qualification requirement including the minimum proficiency level for such requirement. The minimum proficiency level must be stated as a positive educational or experience requirement as follows:

1. None
2. AA/AS or 1 year experience.
3. BA/BS or 2 years experience
4. BA/BS plus 1 year experience or 3 years experience
5. MA/MS or 4 years experience
6. MA/MS plus 1 year experience or 5 years experience.
7. PHD or 6 years experience

Then indicate the reason for the requirement, either:

- a. by citing the law or rule and/or regulation which mandates it,
or
- b. by describing the nature, frequency, and criticality of the assigned duty or duties necessitating the requirement in the spaces provided.

The appointing authority must sign the form.

Please provide the name and telephone number of a contact person.

DPA USE

☐

Approved job-related requirement for position(s) cited.

Reason for determination that the requirement cannot be approved:

Signature: _____

Date: _____

Title: _____

NEW EXAMINATION PROGRAM PILOT

SPECIALTY AREA FORM

- Sample*
- (1) DEPARTMENT NAME: STATE DEPARTMENT OF PUBLIC HEALTH DEPT. NO: 294
- (2) PAYROLL TITLE : REGISTERED NURSE V PAYROLL TITLE CODE: 06-A20
- (3) APPROPRIATION ACCOUNT(s): 4537-0001 / - - - - -
- (4) POSITION NUMBER(s): 00456 / 00492 / - - - - -
- (5) JOB-RELATED QUALIFICATION REQUIREMENT (INCLUDING MINIMUM PROFICIENCY LEVEL)

TWO YEARS OF FULL-TIME EXPERIENCE AS A REGISTERED NURSE
PROVIDING DIRECT CARE TO PATIENTS RECEIVING DIALYSIS TREATMENTS

(a) Cite law or rule and/or regulation(s) mandating this requirement, if any:

(b) If there is no law or rule and/or regulation mandating this requirement, indicate specifically which duty or duties are performed necessitating this as a requirement in the blocks below:

DESCRIPTION OF DUTY:
SUPERVISING OF THREE REGISTERED NURSES PROVIDING DIALYSIS
TREATMENT TO PATIENTS.

COMMENT ON FREQUENCY AND CRITICALITY OF DUTY:
THE FACILITY IS OPERATIONAL FOR THREE 8-HOUR SHIFTS PER DAY AND
SEVEN DAYS PER WEEK. THERE IS ALREADY TWO PERMANENT SUPERVISORS.
THIS WILL PROVIDE THE ADDITIONAL TWO SUPERVISORS REQUIRED TO
SUPERVISE THE 24-HOUR/DAY AND SEVEN DAY/WEEK OPERATION.

The requirement indicated above accurately reflects the qualification needed by the person selected on the first day of employment.

SIGNATURE OF APPOINTING AUTHORITY: Commissioner Date: 12/23/87

NAME AND TELEPHONE NUMBER OF CONTACT PERSON:
Personnel Director, 727-5553

Sample

DUPLICATE THIS FORM AS NEEDED

INSTRUCTIONS FOR COMPLETING SPECIALTY AREA FORM

- LINE 1: Enter the name of your Department and your three-digit PMIS Department Number.
- LINE 2: Enter the payroll title and payroll title code number for which the job-related qualification requirement is needed.
- LINE 3: Enter the Appropriation Account(s) and Position Number(s) of the specific positions requiring this qualification, if possible. A separate position number listing may be attached to this form for multiple positions having identical job-related qualification requirements. Specific position and appropriation number information is needed to trigger selective certification on positions where job-related qualification requirements have been approved.
- AND 4:
- LINE 5: Describe the job-related qualification requirement including the minimum proficiency level for such requirement. The minimum proficiency level must be stated as a positive educational or experience requirement as follows:

1. None
2. AA/AS or 1 year experience.
3. BA/BS or 2 years experience
4. BA/BS plus 1 year experience or 3 years experience
5. MA/MS or 4 years experience
6. MA/MS plus 1 year experience or 5 years experience.
7. PHD or 6 years experience

Then indicate the reason for the requirement, either:

- a. by citing the law or rule and/or regulation which mandates it,
or
- b. by describing the nature, frequency, and criticality of the assigned duty or duties necessitating the requirement in the spaces provided.

The appointing authority must sign the form.

Please provide the name and telephone number of a contact person.

DPA USE

☐

Approved job-related requirement for position(s) cited.

Reason for determination that the requirement cannot be approved:

Signature: _____ Date: _____

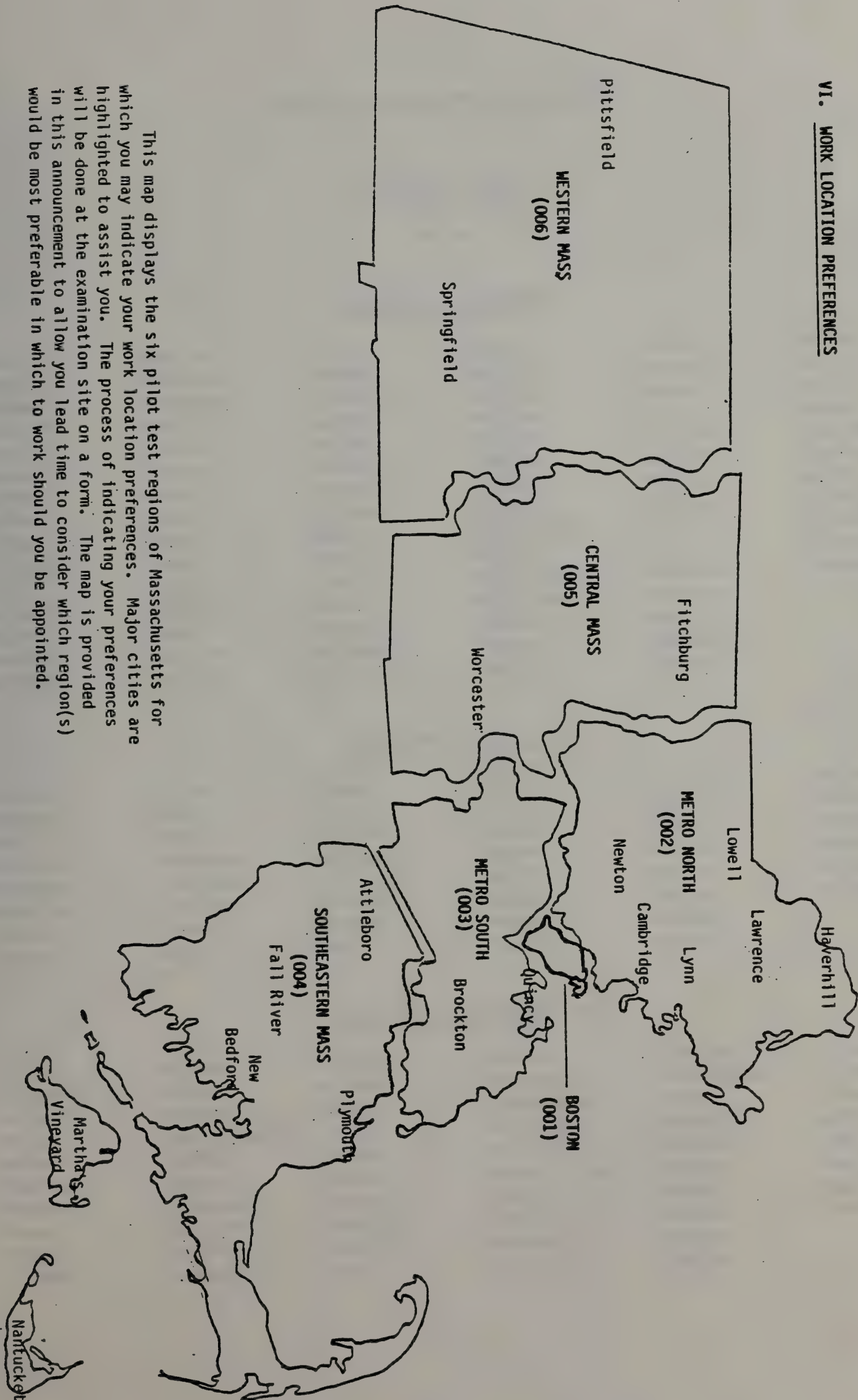
Title: _____

R D : 11/06/87

AGENCY: DEPARTMENT OF MENTAL HEALTH-CEN OFF

ACCOUNT#	POSITION#	PT ID	POSITION TITLE-CODE PAY	TITLE-NAME	OCCUPANCY STATUS CODE NAME	LAST NAME	OWNERSHIP STATUS CODE NAME
ACCOUNTANT I							
5012-9112	09005		07-R01		1 VACANT		0 UNKNOWN
5012-9112	09036		07-R01		VACANT		0 UNKNOWN
5711-0100	00001	B	07-R01		VACANT		0 UNKNOWN
5711-0100	00001	A	07-R01		5 PROVISIONA	CAPPOLA	0 UNKNOWN
5711-0100	00002		07-R01		PROVISIONA	MCCARTHY	2 OWNER ON L
5711-0100	00005		07-R01		PROVISIONA	DEVITO	2 OWNER ON L
5711-0100	00006		07-R01		PROVISIONA	HUGHES	4 OWNER TEMP
5711-0100	00007		07-R01		PROVISIONA	COVENO	0 UNKNOWN
ACCOUNTANT II							
5711-0100	00633		08-R01		5 PROVISIONA	KEARNEY	0 UNKNOWN
ACCOUNTANT IV							
5711-0100	09002		12-R01		1 VACANT		0 UNKNOWN
5711-0100	09003		12-R01		5 PROVISIONA	ARNOLD	0 UNKNOWN
ACCOUNTANT V							
5711-0100	00014		14-R01		3 PERMANENTL	RAMSEY	1 OWNER-OCCU
5011-0100	09004		14-R01		5 PROVISIONA	CARLETON	0 UNKNOWN
5711-0100	00013		14-R01		PROVISIONA	CHINIAN	0 UNKNOWN
5711-0100	09005		14-R01		PROVISIONA	REILLY	0 UNKNOWN
5711-0100	09006		14-R01		PROVISIONA	TURNER	0 UNKNOWN
AUDITOR II							
5711-0100	09036		09-R03		1 VACANT		0 UNKNOWN
5711-0100	09034		09-R03		5 PROVISIONA	DECTER	0 UNKNOWN
5711-0100	09035		17-954		PROVISIONA	MACLEOD	0 UNKNOWN

VI. WORK LOCATION PREFERENCES



This map displays the six pilot test regions of Massachusetts for which you may indicate your work location preferences. Major cities are highlighted to assist you. The process of indicating your preferences will be done at the examination site on a form. The map is provided in this announcement to allow you lead time to consider which region(s) would be most preferable in which to work should you be appointed.

LIST OF CITIES AND TOWNS BY NEP REGION

REGION 001 - BOSTON

Boston

REGION 002 - METRO NORTH

Acton	CAMBRIDGE	Harvard	Maynard	REVERE	WALTHAM
Amesbury	Carlisle	HAVERHILL	Medford	Rockport	Watertown
Andover	Chelmsford	Hudson	MELROSE	Rowley	Wayland
Arlington	CHELSEA	Ipswich	Merrimac	SALEM	Wenham
Ayer	Concord	LAWRENCE	Methuen	Salisbury	West Newbury
Bedford	Danvers	Lexington	Middleton	Saugus	Westford
Belmont	Dracut	Lincoln	Nahant	SOMERVILLE	Weston
Berlin	Dunstable	Littleton	Newbury	Stoneham	Wilmington
BEVERLY	Essex	LOWELL	NEWBURYPORT	Stow	Winchester
Billerica	EVERETT	LYNN	NEWTON	Sudbury	Winthrop
Bolton	Georgetown	Lynnfield	North Andover	Swampscott	WOBURN
Boxborough	GLOUCESTER	MALDEN	North Reading	Tewksbury	
Boxford	Groton	Manchester	PEABODY	Topsfield	
Brookline	Groveland	Marblehead	Pepperell	Tyngsborough	
Burlington	Hamilton	MARLBOROUGH	Reading	Wakefield	

REGION 003 - METRO SOUTH

Abington	Dedham	Hingham	Millis	Plainville	Walpole
Ashland	Dover	Holbrook	Milton	QUINCY	Wellesley
Avon	Duxbury	Holliston	Natick	RANDOLPH	Westwood
Bellingham	Foxborough	Hopkinton	Needham	Rockland	Weymouth
Braintree	Framingham	Hull	Norfolk	Scituate	Whitman
BROCKTON	Franklin	Marshfield	Norwell	Sharon	Wrentham
Canton	Hanover	Medfield	Norwood	Sherborn	
Cohasset	Hanson	Medway	Pembroke	Stoughton	

REGION 004 - SOUTHEASTERN MASS

Acushnet	Dartmouth	Freetown	Mashpee	Plympton	Tisbury
ATTLEBORO	Dennis	Gay Head	Mattapoissett	Provincetown	Truro
Barnstable	Dighton	Gosnold	Middleborough	Raynham	Wareham
Berkley	East Bridgewater	Halifax	Nantucket	Rehoboth	Wellfleet
Bourne	Eastham	Harwich	NEW BEDFORD	Rochester	West Bridgewater
Brewster	Easton	Kingston	North Attleboro	Sandwich	West Tisbury
Bridgewater	Edgartown	Lakeville	Norton	Seekonk	Westport
Carver	Fairhaven	Mansfield	Oak Bluffs	Somerset	Yarmouth
Chatham	FALL RIVER	Marion	Orleans	Swansea	
Chilmark	Falmouth		Plymouth	TAUNTON	

REGION 005 - CENTRAL MASS

Ashburnham	Douglas	Lancaster	Northborough	Shirley	Upton
Ashby	Dudley	Leicester	Northbridge	Shrewsbury	Uxbridge
Athol	East Brookfield	LEOMINSTER	Oakham	Southborough	Warren
Auburn	FITCHBURG	Lunenburg	Oxford	Southbridge	Webster
Barre	GARDNER	Mendon	Paxton	Spencer	West Boylston
Blackstone	Grafton	Milford	Petersham	Sterling	West Brookfield
Boylston	Hardwick	Millbury	Phillipston	Sturbridge	Westborough
Brookfield	Holden	Millville	Princeton	Sutton	Westminster
Charlton	Hopedale	New Braintree	Royalston	Templeton	Winchendon
Clinton	Hubbardston	North Brookfield	Rutland	Townsend	WORCESTER

REGION 006 - WESTERN MASS

Adams	Colrain	Hampden	Monroe	PITTSFIELD	Tyringham
Agawam	Conway	Hancock	Monson	Plainfield	Wales
Alford	Cummington	Hatfield	Montague	Richmond	Ware
Amherst	Dalton	Hawley	Monterey	Rowe	Warwick
Ashfield	Deerfield	Heath	Montgomery	Russell	Washington
Becket	East Longmeadow	Hinsdale	Mount Washington	Sandisfield	Wendell
Belchertown	Easthampton	Holland	New Ashford	Savoy	West Springfield
Bernardston	Egremont	HOLYOKE	New Marlborough	Sheffield	West Stockbridge
Blandford	Erving	Huntington	New Salem	Shelburne	WESTFIELD
Brimfield	Florida	Lanesborough	NORTH ADAMS	Shutesbury	Westhampton
Buckland	Gill	Lee	NORTHAMPTON	South Hadley	Whatly
Charlemont	Goshen	Lenox	Northfield	Southampton	Wilbraham
Cheshire	Granby	Leverett	Orange	Southwick	Williamsburg
Chester	Granville	Leyden	Otis	SPRINGFIELD	Williamstown
Chesterfield	Great Barrington	Longmeadow	Palmer	Stockbridge	Windsor
CHICOPEE	Greenfield	Ludlow	Pelham	Sunderland	Worthington
Clarksburg	Hadley	Middlefield	Peru	Tolland	

List of City and Towns Alphabetical with NEP Region

001 Boston
002 Metro North
003 Metro South

004 Southeastern MA
005 Central MA
006 Western MA

003 Abington
002 Acton
004 Acushnet
006 Adams
006 Agawam
006 Alford
002 Amesbury
006 Amherst
002 Andover
002 Arlington
005 Ashburnham
005 Ashfield
003 Ashland
005 Athol
004 ATTLEBORO
005 Auburn
003 Avon
002 Ayer
004 Barnstable
005 Barre
006 Becket
002 Bedford
006 Belchertown
003 Bellingham
002 Belmont
004 Berkley
002 Berlin
006 Bernardston
002 BEVERLY
002 Billerica
005 Blackstone
006 Blandford
002 Bolton
001 BOSTON
004 Bourne
002 Boxborough
002 Boxford
005 Boylston
003 Braintree
004 Brewster
004 Bridgewater
006 Brimfield
003 BROCKTON
005 Brookfield
002 Brookline
006 Buckland
002 Burlington
002 CAMBRIDGE
003 Canton
002 Carlisle
004 Carver
006 Charlemont

005 Charlton
004 Chatham
002 Chelmsford
002 CHELSEA
006 Cheshire
006 Chester
006 Chesterfield
006 CHICOPEE
004 Chilmark
006 Clarksburg
005 Clinton
003 Cohasset
006 Colrain
002 Concord
006 Conway
006 Cummington
006 Dalton
002 Danvers
004 Dartmouth
003 Dedham
006 Deerfield
004 Dennis
004 Dighton
005 Douglas
003 Dover
002 Dracut
005 Dudley
002 Dunstable
003 Duxbury
004 East Bridgewater
005 East Brookfield
006 East Longmeadow
004 Eastham
006 Easthampton
004 Easton
004 Edgartown
006 Egremont
006 Erving
002 Essex
002 EVERETT
004 Fairhaven
004 FALL RIVER
004 Falmouth
005 FITCHBURG
006 Florida
003 Foxborough
003 Framingham
003 Franklin
004 Freetown
005 GARDNER
004 Gay Head
002 Georgetown

006 Gill
002 GLOUCESTER
006 Goshen
004 Gosnold
005 Grafton
006 Granby
006 Granville
006 Great Barrington
006 Greenfield
002 Groton
002 Groveland
006 Hadley
004 Halifax
002 Hamilton
006 Hampden
006 Hancock
003 Hanover
003 Hanson
005 Hardwick
002 Harvard
004 Harwich
006 Hatfield
002 HAVERHILL
006 Hawley
006 Heath
003 Hingham
006 Hinsdale
003 Holbrook
005 Holden
006 Holland
003 Holliston
006 HOLYOKE
005 Hopedale
003 Hopkinton
005 Hubbardston
002 Hudson
003 Hull
006 Huntington
002 Ipswich
004 Kingston
004 Lakeville
005 Lancaster
006 Lanesbough
002 LAWRENCE
006 Lee
005 Leicester
006 Lenox
005 LEOMINSTER
006 Leverett
002 Lexington
006 Leyden
002 Lincoln

002 Littleton
006 Longmeadow
002 LOWELL
006 Ludlow
005 Lunenburg
002 LYNN
002 Lynnfield
002 MALDEN
002 Manchester
004 Mansfield
002 Marblehead
004 Marion
002 MARLBOROUGH
003 Marshfield
004 Mashpee
004 Mattapoisett
002 Maynard
003 Medfield
002 Medford
003 Medway
002 MELROSE
005 Mendon
002 Merrimac
002 Methuen
004 Middleborough
006 Middlefield
002 Middleton
005 Milford
005 Millbury
003 Millis
005 Millville
003 Milton
006 Monroe
006 Monson
006 Montague
006 Monterey
006 Montgomery
006 Mount Washington
002 Nahant
004 Nantucket
003 Natick
003 Needham
006 New Ashford
004 NEW BEDFORD
005 New Braintree
006 New Marlborough
006 New Salem
002 Newbury
002 NEWBURYPORT
002 NEWTON
003 Norfolk
006 NORTH ADAMS
002 North Andover

004 North Attleboro
005 North Brookfield
002 North Reading
006 NORTHAMPTON
005 Northborough
005 Northbridge
006 Northfield
004 Norton
003 Norwell
003 Norwood
004 Oak Bluffs
005 Oakham
006 Orange
004 Orleans
006 Otis
005 Oxford
006 Palmer
005 Paxton
002 PEABODY
006 Pelham
003 Pembroke
002 Pepperell
006 Peru
005 Petersham
005 Phillipston
006 PITTSFIELD
006 Plainfield
003 Plainville
004 Plymouth
004 Plympton
005 Princeton
004 Provincetown
003 QUINCY
003 RANDOLPH
004 Raynham
002 Reading
004 Rehoboth
002 REVERE
006 Richmond
004 Rochester
003 Rockland
002 Rockport
006 Rowe
002 Rowley
005 Royalston
006 Russell
005 Rutland
002 SALEM
002 Salisbury
006 Sandisfield
004 Sandwich
002 Saugus
006 Savoy
003 Scituate
004 Seekonk
003 Sharon
006 Sheffield
006 Shelburne
003 Sherborn
005 Shirley

005 Shrewsbury
006 Shutesbury
004 Somerset
002 SOMERVILLE
006 South Hadley
006 Southampton
005 Southborough
005 Southbridge
006 Southwick
005 Spencer
006 SPRINGFIELD
005 Sterling
006 Stockbridge
002 Stoneham
003 Stoughton
002 Stow
005 Sturbridge
002 Sudbury
006 Sunderland
005 Sutton
002 Swampscott
004 Swansea
004 TAUNTON
005 Templeton
002 Tewksbury
004 Tisbury
006 Tolland
002 Topsfield
005 Townsend
004 Truro
002 Tyngsborough
006 Tyringham
005 Upton
005 Uxbridge
002 Wakefield
006 Wales
003 Walpole
002 WALTHAM
006 Ware
004 Wareham
005 Warren
006 Warwick
006 Washington
002 Watertown
002 Wayland
005 Webster
003 Wellesley
004 Wellfleet
006 Wendell
002 Wenham
005 West Boylston
004 West Bridgewater
005 West Brookfield
002 West Newbury
006 West Springfield
006 West Stockbridge
004 West Tisbury
005 Westborough
006 WESTFIELD
002 Westford

006 Westhampton
005 Westminster
002 Weston
004 Westport
003 Westwood
003 Weymouth
006 Whatly
003 Whitman
006 Wilbraham
006 Williamsburg
006 Williamstown
002 Wilmington
005 Winchendon
002 Winchester
006 Windsor
002 Winthrop
002 WOBURN
005 WORCESTER
006 Worthington
003 Wrentham
004 Yarmouth

NEP Program Goals, Evaluation Areas and Criteria

For the sake of evaluation, the NEP has 6 main goals. Each goal has associated specific areas for evaluation and the clearly specified evaluation criteria. The 6 goals are listed below. The specific evaluation areas and criteria are listed on the following pages:

- Goal 1: System is timely and practical.
- Goal 2: System is lawful, fair, valid and comports with merit principles and professional standards for hiring and promoting.
- Goal 3: System is accepted by users (Appointing authorities, employees, unions, applicants, public interest groups).
- Goal 4: Civil Service appointments maximized and provisional appointments minimized.
- Goal 5: Appointing Authorities, unions, professional organizations involved in program development/implementation (e.g., planning, selecting components of exams, determining appropriate and planned).
- Goal 6: Design and implement simple, cost-efficient, practical and effective program components for the NEP

Abbreviations used above and on following pages:

- ApA = appointing authority
Cert. = certification
CSC = Civil Service Commission
DPA = Department of Personnel Administration
ER = entrance requirements
KSA = knowledge/skill/ability
NEP = new examination/employment program

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Goal 1: System timely and practical.

specific areas: timely..... database

- exam processing
- list processing
- inquiry processing

practical..... agency line managers' needs

- agency personnel office needs
- applicant needs

criteria: timely..... database establishment and maintenance

- time to issue grades to applicants
- time to establish list
- time to issue first cert
- time to issue cert (from request)
- time to respond to inquiries

practical..... satisfaction with candidates

- turnover of new employees
- time to fill job

.... usable lists available for NEP titles

.... % no-shows at interviews

.... % of people who accept job offer

.... time needed for ApA to work
through a cert

.... quality of response to inquiries

.... number of job notices received
by candidates on list

.... quality of response to inquiries

.... quality of examination and job
information

Goal 1: System timely and practical (continued).

Objectives/status/data needs:

- Objective 1. Exam processing and list certification database defined and established by 4/1/88, and updated weekly thereafter. (Shirley/OMIS)
- Objective 2. Issue grades to applicants within 30 days of exam, on average. (Tony)
status/data need: XB keeps these records already
- Objective 3. Establish eligible list within 60 days of exam, on average. (Tony)
status/data need: same as above
- Objective 4. Issue first cert from list within 90 days of exam, on average. (Ollie)
status/data need: State Services keeps these records now.
- Objective 5. Issue issue cert from existing eligible list within 30 days from receipt of request, on average. (Ollie)
status/data need: Do we keep this data now?
- Objective 6. Average time for an Appointing Authority to return certification is 6 weeks. (Ollie)
status/data need: We track this now.
- Objective 7. Determine the average percent of "no shows" at interviews. (Ollie)
status/data need: We have begun to track DNAs now.
- Objective 8. Determine the percent of people who accept job offers. (Ollie)
status/data need: We do not track this now.

Goal 2: System lawful, fair and valid, and comports with merit system principles and professional standards for hiring and promoting.

specific areas: Professional standards

- ... system comports with merit system principles
- ... system comports with federal Uniform Guidelines on Employee Selection Procedures.
- ... System comports with American Psychological Association's (APA) Standards
- ... System comports with Principles published by the Society for Industrial and Organizational Psychology (SIOP)
- ... system comports with MGL, including chapter 31 and any special legislation passed specific to the NEP.
- ... system comports with case law (state and federal)

Criteria: Merit system principles for selection

- ... open competition
- ... select on basis of ksa's
- ... fair treatment of all
- ... no arbitrary or capricious actions
- ... Uniform Guidelines
- ... applicant/impact record keeping requirements
- ... content validation requirements
- ... cutoff scores
- ... validation documentation requirements
- ... APA Standards
- ... Exam development
- ... Exam administration
- ... Exam grading
- ... Post-exam data analysis
- ... Use of test results
- ... SIOP Principles

legal review of each NEP component proposed for compliance with law as it exists and to identify areas where law might be changed.

successful defense of challenges to NEP (CSC, state court, federal court)

Objectives/data needs/status:

Objective 1. Legal sign-off on each component of NEP before it is implemented. (Margaret, upon submission of information on each component by the primary author.)

Status: to be implemented; need separate date for each component?

Objective 2. At least 80% of CSC cases support NEP. (Margaret)

status: We have begun to track this.

Objective 3. There are no consent decrees concerning NEP. (Margaret)

status: We will need to begin to track this.

- Objective 4. All state and federal court cases support NEP. (Margaret)
status: We will need to begin to track this.
- Objective 5. Fewer than 10 percent of applicants protesting fairness of the examination. (Margaret)
- Objective 6. Nature of protests do not reveal any problems with the examination administration or content. (Margaret)
- Objective 7. At least 75 percent of applicants say the test was fair and job-related on the post-exam surveys (conducted at the exam sites). (Joel)
- Objective 8. A written evaluation will be completed for areas covered by merit system principles by January 31, 1988. (Jay & Joel)*
- Objective 9. A written evaluation will be completed for areas covered by the Uniform Guidelines by March 31, 1988. (Jay and Joel)*
- Objective 10. A written evaluation will be completed for areas covered by the APA Standards by February 28, 1988. (Jay and Joel)*
- Objective 11. A written evaluation will be completed for areas covered by the SIOP Principles by April 30, 1988. (Jay and Joel)*

* J. McDonough will provide an evaluation report for objectives 8 to 11, and J. Wiesen will review those reports.

Goal 3: System accepted by users (Appointing Authorities, managers, employees, unions, applicants, public interest groups).

specific areas: users see NEP as fair, valid, timely, practical.

information provided is realistic and useful

Quality of DPA responses with program info.

Major concerns of Users relating to Goal 3

1.. Appointing Authorities

- administrative aspects of system simple and workable
- candidates good
- system timely
- minimize displacement of provisionals
- maximize flexibility in selection
- DPA listens to ApA suggestions on exam makeup, job content, etc.

2. Employees and Unions

- open competition
- system fair and understandable

3. CSC

- tests job-related
- system fair to individuals
- best persons score highest on exams

4. Advocacy groups

- system fair

5. Constituent services

- assistance to legislature in getting info on applications, standing on lists.
- response to various questions raised by legislators.

criteria: x% of each user group accepts system as fair/valid/timely, practical.

% of users who indicate their major concerns have been addressed by the NEP

% of users who feel information is realistic and useful

% of requests for information which are satisfactorily responded to

% of users giving communications high rating

Objectives/data needs/status:

NOTE: Users are defined as appointing authorities, managers, and applicants for the purpose of these objectives.

- Objective 1: Majority of users find NEP literature useful. (Joel)
- Objective 2: Majority of users feel that NEP literature is accurate (Joel)
- Objective 3: Majority of users feel that NEP information was received in a timely manner. (Joel)
- Objective 4: Majority of users find protest and appeal procedures to be adequate. (Joel)
- Objective 5: Majority of users feel that the hiring process is practical and cost-effective. (Joel)
- Objective 6: Majority of users feel that the examinations are job-related and current. (Joel)
- Objective 7: Majority of users feel that NEP results in qualified persons being hired. (Joel)
- Objective 8: Majority of appointing authorities feel that the displacement of experienced provisional employees by new external applicants is tolerable. (Joel)
- Objective 9: Majority of appointing authorities feel that NEP maximizes flexibility in selection while maintaining a merit system. (Joel)
- Objective 10: Majority of appointing authorities feel that DPA is receptive to (their) suggestions on exam make-up, job content, etc. (Joel)
- Objective 11: Majority of users feel that service (e.g. certs., exam scores, etc.) is speedy. (Joel)
- Objective 12: Majority of users feel that the system is fair in promoting open competition. (Joel)
- Objective 13: Majority of applicants find that literature is readily and easily accessible. (Joel)
- Objective 14: Majority of users are satisfied with the quality of responses to inquiries. (Joel)
- Objective 15: Majority of appointing authorities are satisfied that the candidates certified are qualified (in accord with the examination announcements). (Joel)

Status: Surveys and other similar methods of getting this data must be developed: survey of applicants, survey of test takers, and survey of appointing authorities with certifications.

Goal 4: Civil Service appointments maximized and provisional appointments minimized.

specific areas: provisional appointment rate .

criteria: % of new hires with provisional appointments is less than pre-program level of x %

max of 10% provisional appointments in a title if a list exists

reduce overall provisional population to x%

length of provisional appointments less than 30 days in a title if list exists

Objectives/data needs/status:

Objective 1. As a result of New Examination Program, provisional appointments are reduced by at least 10%. (Ollie)

Goal 5: Appointing Authorities, unions, professional organizations involved in program development/implementation (e.g., exam planning, selecting components of exams, determining ERs) as appropriate and planned.

specific areas: ApA participation in: exam development role, class specification review process, the review of examination announcement content. ApA representation at the ALO meetings. ApA input to the NEP through the ALO NEP work group. Opportunity to understand exam concept, test battery approach, promotional procedures and career path options. ApA invited to identify specialty areas (i.e., job related qualification requirements) for selective certification purposes. ApA requested to provide subject matter experts for test construction and review. ApA involvement in exam validation efforts. ApA can suggest consultants and other professionals in the occupational field.

specific areas: ApA, union and professional organization participation in program development/implementation

Criteria:

response of ApAs to request for integration of ApA qualification requirements with NEP pilot exam.

#/% of opportunities for participation afforded.

Objectives/data needs/status

- Objective 1. Solicit the job related qualification requirements from all appointing authorities who have budget and accounting titles in their staffing plan by December 23, 1987. (Ollie)
Status: done. (OT memo of 11/23/87)
- Objective 2. Review and determine the appropriateness of the job related qualification requirements submitted by 3/3/88. (Jay)
- Objective 3. Provide all appointing authorities with the examination announcement brochure for their information by 11/23/87. (Ollie)
- Objective 4. Contact professionals in the field of accounting and auditing to provide subject matter expertise to the review of the examination components by March 15, 1988. (Jay)
- Objective 5. Appointing Authorities provided with the opportunity to review and comment on the draft class specifications (job content). (Dave McD)
status: done with reclassification reviews (6/30/87).
- Objective 6. Appointing authorities given the opportunity of representation on the Agency Liaison Officers meetings. (Jim H)
Status: done

- Objective 7. Appointing authorities, through their ALO's, had opportunity for input to the New Examination Program. (Phyllis)
Status: done. (EHR presentation at 11/23/87 meeting, and earlier invitations to ALO's to join NEP work group.) More contact with ALOs anticipated.
- Objective 8. Appointing authorities given opportunity to review examination announcement and verify location of positions. (Ollie)
status: done. (OT memo of 11/23/87)
- Objective 9. Appointing authorities encouraged to suggest Subject Matter Experts and identify professionals in the field. (Jay)
- Objective 10. Unions invited to review and comment on job content through the class specification review process. (Dave McD)
Status: Done for first set of NEP titles.
- Objective 11. Unions (NAGE Unit 6/Unit 1) invited to participate in the review of the New Examination Program. (Phyllis)
- Objective 12. Unions encouraged to identify professional organizations and changes in the occupational field. (Gene)

Goal 6. Design and Implement simple, cost-efficient, practical and effective program components for the NEP

Specific areas: Major Program components

- ... Application
- ... Recruitment
- ... Marketing
- ... Exam development
- ... Exam processing
- ... Certification and appointment

specific areas: Program cost (avoidance/containment).

Program efficiency (cost per unit of output).

Program productivity (output per unit of cost)

Criteria: Annual unit cost to DPA per appointment/promotion.

Annual unit cost to user agencies per appointment/promotion (Selected agencies with good cost accounting capabilities).

Productivity figures for each of the above.

Overall annual program cost

- Objective 1. Design and implement a simple application process that is easily understood by applicants and captures required information by 1/15/88. (Mary and Tony)
- Objective 2. Design and implement an effective recruitment process that attracts a sufficient number of qualified candidates 3/4/88. (Mary)
- Objective 3. Design and implement an effective marketing strategy to inform DPA customers about NEP and gain their support by 7/15/88. (Barbara)
- Objective 4. Design and implement an effective, job-related examination development process that fairly tests and ranks applicants based on their KSA's by 4/6/88. (Jay)
- Objective 5. Design and implement an effective, timely and accurate examination processing system that produces all information needed for the cert. process 7/15/88. (Tony and Shirley)
- Objective 6. Design and implement an effective and timely certification and appointment process that minimizes provisional appointments by 9/15/88. (Ollie and Shirley)
- Objective 7. Overall program cost in FY88 not to exceed \$2.7 million.

(Mike)

Objective 8. To measure annual unit cost to DPA per state service appointment/promotion in the present and upcoming FY.
(Mike)

Objective 9. To compare the FY88 and FY89 annual unit costs for selected NEP user - agencies (including cost incurred in making provisional appointments). (Mike)



The Commonwealth of Massachusetts

*Department of Personnel Administration
One Ashburton Place, Boston, Ma. 02108*

MICHAEL S. DUKAKIS
GOVERNOR

DAVID A. HALEY
PERSONNEL ADMINISTRATOR

April 19, 1988

TO: Agency Personnel Officers

FROM: David A. Haley, Personnel Administrator

RE: Merit System Agency User Survey

The Department of Personnel Administration is introducing the New Examination Program (NEP) to modernize the Commonwealth's civil service hiring system and make it more responsive and accessible to appointing authorities, current employees and applicants. A key step in the development of this new program was the April 16, 1988 examination for job classes in the Budget and Accounting Series.

DPA will employ several program evaluation techniques to learn how the new approach compares with our regular examination program. As agency personnel officers, your insight and perspective on the civil service hiring process will be crucial in helping to assess what is working and what needs improvement before full phase-in of the new program begins.

The enclosed Merit System Agency User Survey was prepared to gather the views of appointing authorities, agency personnel officers and other state officials on our regular civil service examination program, as well as on any experience to date with the NEP. Please complete this survey and return it by April 30, 1988. Your ratings of the regular examination program will be valuable, even if you are unfamiliar with NEP, since they can serve as a baseline for comparison with NEP. If you have any questions regarding this survey, please contact Joel P. Wiesen, Ph.D., Director of Research and Evaluation, or Michael Garrity, Supervisor of Planning and Research, at (617) 727-4110.

Thank you for your contribution to this effort.

DAH/elt
Attachment

MERIT SYSTEM AGENCY USERS: Examination Program Survey

We at DPA are surveying state agency officials to determine how we can serve you better with our civil service examination program. We are now piloting the New Examination Program (NEP) beginning with Budget and Accounting titles. It is important to learn how this pilot compares with the regular civil service examination program. So, in addition to rating the regular program, we ask you to assess your experience so far (if any) with the NEP pilot.

HOW HAVE WE DONE RECENTLY?

Please size up your experience with DPA over last three months by rating us along each of the following dimensions:

	REGULAR EXAM PROGRAM					NEW EXAM PROGRAM PILOT			
	Good	O.K.	Poor	Don't Know		Good	O.K.	Poor	Don't Know
Usefulness of our literature announcing and describing exams	_____	_____	_____	_____		_____	_____	_____	_____
Timeliness of this literature	_____	_____	_____	_____		_____	_____	_____	_____
Accuracy of this literature	_____	_____	_____	_____		_____	_____	_____	_____
Timeliness of our responses to your questions	_____	_____	_____	_____		_____	_____	_____	_____
Accuracy of our responses to your questions	_____	_____	_____	_____		_____	_____	_____	_____
Receptiveness to your suggestions regarding examination and job content	_____	_____	_____	_____		_____	_____	_____	_____

YOUR OVERALL OPINION

Now we are interested in your current views about the civil service hiring system overall.

Fairness	_____	_____	_____	_____		_____	_____	_____	_____
Timeliness	_____	_____	_____	_____		_____	_____	_____	_____
Practicality	_____	_____	_____	_____		_____	_____	_____	_____
Quality of People hired	_____	_____	_____	_____		_____	_____	_____	_____
Job-relatedness/currency of civil service examinations	_____	_____	_____	_____		_____	_____	_____	_____

Your function: _____Appointing Authority _____Personnel Officer
 _____Line Manager _____Other (specify:_____)

May we contact you about your answers to this survey? _____yes _____no

Name (optional): _____ Job Title: _____

Agency: _____ Phone number: _____

There is room on the other side of the page for your comments.

Please fold, staple and return to DPA by April 30th. Thank you.

Bureau of Planning and Research
Massachusetts Department of Personnel Administration
1 Ashburton Place, Room 409
Boston, MA 02108

Please use this space to give us comments or suggestions about our level of
service or the merit system overall:

EMPLOYEE ORGANIZATION USERS: Examination Program Survey

We at DPA are surveying employee organization officials to determine how we serve you better with our civil service examination program. We are now piloting the New Examination Program (NEP) beginning with Budget and Accounting titles. It is important to learn how this pilot compares with the regular civil service examination program. So, in addition to rating the regular program, we ask you to assess your experience so far (if any) with the NEP pilot.

HOW HAVE WE DONE RECENTLY?

Please size up your experience with DPA over last three months by rating us along each of the following dimensions:

	REGULAR EXAM PROGRAM					NEW EXAM PROGRAM PILOT			
	Good	O.K.	Poor	Don't Know		Good	O.K.	Poor	Don't Know
Usefulness of our literature announcing and describing exams	_____	_____	_____	_____		_____	_____	_____	_____
Timeliness of this literature	_____	_____	_____	_____		_____	_____	_____	_____
Accuracy of this literature	_____	_____	_____	_____		_____	_____	_____	_____
Timeliness of our responses to your questions	_____	_____	_____	_____		_____	_____	_____	_____
Accuracy of our responses to your questions	_____	_____	_____	_____		_____	_____	_____	_____
Receptiveness to your suggestions regarding examination and job content	_____	_____	_____	_____		_____	_____	_____	_____

YOUR OVERALL OPINION

Now we are interested in your current views about the civil service hiring system overall.

Fairness	_____	_____	_____	_____		_____	_____	_____	_____
Timeliness	_____	_____	_____	_____		_____	_____	_____	_____
Practicality	_____	_____	_____	_____		_____	_____	_____	_____
Quality of People hired	_____	_____	_____	_____		_____	_____	_____	_____
Job-relatedness/currency of civil service examinations	_____	_____	_____	_____		_____	_____	_____	_____

Your function: _____ President _____ Representative. _____ Steward.
 _____ Vice President _____ Other (specify: _____)

May we contact you about your answers to this survey? _____ yes _____ no

Name (optional): _____ Job Title: _____

Union: _____ Phone number: _____

There is room on the other side of the page for your comments.

Please fold, staple and return to DPA by May 30th. Thank you.



THE UNIVERSITY OF CHICAGO


(Fold Here)

Bureau of Planning and Research.
Massachusetts Department of Personnel Administration
1 Ashburton Place, Room 409
Boston, MA 02108

(Fold here)

Please use this space to give us comments or suggestions about our level of service or the merit system overall:

Department of
Personnel Administration
One Ashburton Place, Room 409
Boston, Massachusetts 02108

 **Massachusetts**

 **Merit** **APPLICANT SURVEY**

 **System**

dpa

Department of
Personnel
Administration

Staple Here

Thank you for your interest in employment opportunities with the Commonwealth. We at the Massachusetts Department of Personnel Administration are working hard to provide you with a full opportunity to compete and be fairly considered for positions in state service.

It's important for us to know how well we have done in meeting this commitment at each step in the civil service hiring process. Please take a moment to give us your impressions so far and your views of the process overall.

HOW ARE WE DOING SO FAR?

First, we would like to know how well we have conveyed to you the *information* you need to know about your upcoming examination and the civil service hiring process in general.

	Yes	No	Don't Know
Was the examination literature useful?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Did you get the information when you needed it?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Was the information you got accurate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Were the application instructions clear?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If you asked questions, did we answer them?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

YOUR OVERALL OPINION

Next, please indicate your current views on the civil service hiring process overall.

	Yes	No	Don't Know
Is the Civil Service hiring process <i>fair</i> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is it <i>speedy</i> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is it <i>convenient</i> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are qualified people selected through this process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is the civil service examination protest and appeals procedure adequate?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Additional comments or suggestions about the civil service hiring process:			
<hr/>			
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<hr/>			
<hr/>			

	Yes	No
Are you a current state employee?	<input type="checkbox"/>	<input type="checkbox"/>

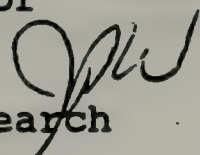
Please mail this to us as soon as possible.

Thank you.

Department
of
Personnel Administration

M E M O R A N D U M

To: Eugene H. Rooney, Jr.
Deputy Personnel Administrator

From: Joel P. Wiesen, Ph.D. 
Director of Planning and Research

Date: May 10, 1988

Re: Results of Applicant Survey

The attached modest document is a true breakthrough for DPA. For the first time we have hard numbers telling us how well we did in preparing examination literature. And we did a very good job for NEP. About 90% of the applicants found the NEP literature to be useful, clear and accurate.

We also have some hard numbers telling us the perceptions of state employees toward the civil service hiring system overall. And the news is bad. More than half of state employees think the civil service hiring system is unfair and does not select people who are qualified to do the job.

It will be informative to compare these data to those from appointing authorities, personnel officers, union officials and state managers based on surveys which are in progress now.

DPA should be collecting these systematic data on a regular basis as a measure of our performance as an agency.

JPW:lan

cc: DAH, HV

file: c:\spss\app-rep3 5/10/88

DRAFT DRAFT DRAFT
For internal discussion purposes only.

Applicant Survey: Summary of Results For NEP Pilot

Bureau of Planning and Research
Department of Personnel Administration
May, 1988

Applicant Survey: Summary of Results For NEP Pilot

In connection with the New Examination Program (NEP), systematic data was collected of examination applicants using a pre-examination survey. Subsequent surveys are planned at later points in the examination process. This is a novel undertaking for DPA, so there are no comparison data now available.

Questionnaires were sent to applicants for the April 16, 1988 NEP pilot examination which covered 19 titles in the accounting occupational group. Of the 950 questionnaires distributed (with return postage paid), 147 were returned. Although this is only a 15 to 20% response rate, the different questions showed a wide range of opinion. In that sense, there is no reason to think that only a restricted portion (either the pleased or the disgruntled) responded to this survey.

A brief overview of the results follows, followed by tallies and analyses of the data.

Overview

The NEP pre-examination literature was well received, with about 90% of the respondents reporting favorably on its usefulness, timeliness, clarity and accuracy.

Applicants have low opinions of the overall civil service hiring process. Their lowest opinion is for the timeliness of the civil service (CS) hiring process, with only 20% saying that the system is timely. Perhaps more important, only 40% think the CS hiring system is fair.

There are no statistically reliable differences between the responses of applicants who are state employees and other applicants.

Tally by Question

In answering the questions, applicants could chose one of three responses: yes, no and don't know. Only yes and no responses are considered here.

Table One gives three pieces of information for each question: the question itself, the number of applicants answering yes or no, and the percent of applicants answering yes. (The tables are attached at the end of this report.) The applicants' opinions of the NEP are much higher than their opinions of the overall CS hiring process.

Correlations

Correlation coefficients of the yes/no responses were calculated. The correlation coefficients may range from -1 to +1. A correlation

coefficient of zero would indicate no relationship. In Table Two, only those correlations which are non-zero and statistically reliable are shown. There is evidence of consistency of opinions: the highest correlations are within the questions which relate to the NEP and within the questions which relate to the overall CS hiring system. All of the statistically reliable correlations are positive. Perhaps most notably, none of the questions showed a statistically reliable correlation with question 11, which asks if the applicant is a current state employee.

Comments of Applicants

Applicants were asked for comments and suggestions about the civil service hiring system. Of the 66 comments, about one quarter refer to the unfairness of the overall civil service hiring system. There are many substantive and emotional comments relating to other areas, such as job security. All the comments made by the applicants are transcribed in Table Three.

Cross-tabulations

Although there are no significant differences in the opinions of applicants reporting that they are state employees and other applicants, there may be some interest in the responses of the applicants by employment status. Cross-tabulations of this type are presented in Table 4.

Conclusion

The New Examination Program literature was very well received. This is especially true in contrast to the very negative opinions of the overall Civil Service hiring system.

These data are the first of its type to be gathered. If gathered consistently, data such as these will allow DPA to track one very important indicator of its success: the level of acceptance of DPA's services by applicants for civil service examinations.

Table One. Tally of Responses by Question

<u>Question</u>	<u>Number Answering Question</u>	<u>Percent Saying Yes</u>
Q1 Was the examination literature useful?.....	139	92.8
Q2 Did you get the information when you needed it?	145	88.9
Q3 Was the information you got accurate?.....	132	93.9
Q4 Were the application instructions clear?	140	91.4
Q5 If you asked questions, did we answer them?.....	92	83.6
Q6 Is CS hiring process fair?.....	114	41.2
Q7 Is CS hiring process speedy?	116	19.8
Q8 Is CS hiring process convenient?.....	119	43.6
Q9 Are qualified people selected through the process?	100	43.0
Q10 Is the CS exam protest/appeals procedure adequate?	59	50.8
Q11 Are you a current state employee?.....	142	84.5
Total number responding....		147

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Table Two. Statistically Reliable Correlation Coefficients

	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
Q1		.35	.60	.53	.36	.25			.25	.27
Q2	.35		.53	.37	.61			.20		.31
Q3	.60	.53		.50	.44	.26			.24	
Q4	.53	.37	.50		.54	.26			.27	.34
Q5	.36	.61	.44	.54		.31	.23		.27	.42
Q6	.25		.26	.26	.31		.32	.54	.79	.62
Q7					.23	.32		.52	.29	.55
Q8		.20				.54	.52		.48	.47
Q9	.25		.24	.27	.27	.79	.29	.48		.56
Q10	.27	.31		.34	.42	.62	.55	.47	.56	
Q11										

Table Three. Comments of Applicants*

Applicants who did not indicate whether they are state employees

11.** Closed- inter-department selections made within. No transferability to other agencies.

99. The exam site is disgraceful- the waiting, the instructions, the whole process is degrading and depressing. This is true of all exams.

Applicants who indicated they are state employees

1. You should furnish information regarding the hiring process, how examinations are graded, and job openings for particular positions.

2. Too many people are hired by race or because of who they know than by testing.

3. There should be a longer period of time to contest the exam or questions.

4. Too many people are not hired thru civil service; They are 03 or provisional forever, because they know the "right people" and job titles are created for them. I phoned your telephone line, but could not get answers to my questions. All I wanted to know was what time the exam started and ended and what kind of questions would be asked. Of course, now I know that the questions do not relate to the State Accounting MMARS System, and cannot measure the performance merit of an employee.

6. Test results should be available for review - questions with correct answers. As it is, the testee never knows if he answered a particular question correctly.

10. To much preference is given to vets. their "widows" and "parents", minorities. I think the scaling process should be re-evaluated.

12. People in high up positions hold perm-blocks for friends. There are plenty of ways to get around the civil service lists and its not fair to people who work hard and take the tests.

13. Hiring from lists are usually a formality. If a current employee is not on a list or too far down on a list the employer returns the list w/o appointing from it. I have seen it happen several times. Didn't like experience system. May not have degrees, but have been doing job for 15-20 years! Didn't know how to explain this in current system.

14. The noise from the calculators were terrible. If the quiet calculators are used its alright.

18. To long a period between: (1) Exam and Marks (2) Marks and List (3) List and Appointment or non Appointment. When asked how many people work in State Service, the answer was very few: Let's change this image.

20. Why is it necessary for me who has a BS Degree in Accounting plus twenty-two years professional experience to be required to take and

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Accounting Test.

22. It is very difficult for a minority to get a permanent slot at most State Departments.

26. Poor planning by making the results retroactive 5 to 10 years - standstill would result in some agencies if large portion failed.

29. There should be a mechanism through civil service to certify a current employee if they pass a civil service exam for their title.

33. Too many people are hired off the street with no Civil Service Status

38. Must be quicker.

39. Jobs filled thru political connections, Affirmative Action quotas. Qualifications not always priority.

40. Unfortunately hiring authorities play games with the hiring lists to hire or not hire their own choices for jobs and that is when we get people who are very much less than adequate. Civil service tests are normally quite pointless as test questions have nothing to do with job performance!

42. There is no follow-up on "past experience" of person being certified by Civil Service people can lie, past the test get certified-cause a qualified person to lose a position because test was taken prior to qualified person hiring.

43. I think the exam should be taken only if you want to promote from low to a high position not to be permanent or have a job

46. This is my first civil service exam, so I cannot judge the whole civil service process. However, I do feel this test that I am being forced to take is a joke. For the reasons stated below. In other words, a failure of this test indicates that I am not qualified to do the job that I was just evaluated as doing quite well. I have been employed in my current position for 1 yr. and was recently evaluated by my supervisor as performing at an above average level. Now, my employment will be based on a written test. Thus, indicating that my experience and my supervisors opinion are worthless

47. Stop hiring Consultants under "03" and "07" Accounts.

51. This is my 15th Exam in the last 5 yrs. and although I am a Veteran, I have yet to get anything off a list. I don't think Agencies follow the hiring practices they should when selecting from the list.

53. I feel the CS System as used by Agencies is Dishonest and Completely Unfair.

55. I do not think that the Civil Service process is fair at all. I especially do not think that the dismal process is fair, considering that some employees do not deserve to be Gov. employees.

57. For the most part the Civil Service hiring process is not fair.

Imagine an employee who has worked for the State 10 yrs. and gets bumped by another person from the outside. Is that fair?

60. (1) Pass/fail Exams, (2) Grandfather provisional employees who have 5 or more years of continuous State Service.

63. Too complicated.

64. It is very difficult to answer a survey on future events. All I have completed so far is the application.

65. Signing for a position (after the list is made) is very inconvenient. People are usually working during these hours. Please start giving directions to the test sites.

66. Should be more job-related questions asked on exams. Should promote employee(s) based on merit not on one exam.

73. Must be kept in place as a part of the hiring and promotional process.

74. The Civil Service hiring process is a joke.

76. Exhaust current list before giving another Exam for same position.

86. (1) Why \$20.00 fee for Acctng. series? (2) Why take so long for grade?

89. Frankly I was disappointed with the Exam as none of the questions were geared towards the State's System of Accounting. The only fair method to implement "Mass Merit System" would be to give the employee a test on their actual duties. I have worked in the Bus. office since 1958 and I am familiar with the BCR. Stock ledgers and the MMARS System of Pur. and the pv payment vouchers and the exam did not cover any of these therefore, I feel I did very poorly in the Exam and I feel I will be "bumped" out of my position through the Civil Service process. I also think that if an employee's record showed they had done a good job they should not be subjected to taking an exam that has nothing to do with the duties they perform. I think the Appointing Authority of the facility should automatically recommend to the DPA that any emp. who is in a position for 10 years and has a satisfactory work record should be "certified" or "Grandfathered" into that position.

90. Civil Service is the most disruptive force in State Service. A person works hard in a position for over a year, then can be put out of a job by a list that can suddenly become certified after several years. Veterans automatically go to the top of the list no matter their score. No matter how many tests a person takes, they can never seem to get a permanent position due to some technicality (i.e. Chap. 767). All individuals should be hired on a provisional basis pending the results of their EPRS review. Then appointed permanently if results are meets or exceed and tests should be retired

91. Affirmative Action is reverse discrimination.

93. The test was very hard, confusing does not relate to Gov. Accounting very long. The idea of combining Accounting, Budget and DOR's is very

poor. Confusing inadequate. Please review and consider

96. Examinations should be more in line with what the job is.

97. The exam date was on a 3 day weekend. Couldn't make the exam because of medical problem. If known earlier could have made other arrangements.

101. Some are coffee break takers, other are workers, most people who work in Gov't know this.

102. I did an examination before and my name was put back into the list after the appeal I put in and won. But the chance to get an employment was nothing but a zero.

105. It would be helpful to all civil service applicant's if test grades are given out all soon as possible any experience scores later.

107. For professional positions only a degree is req'd -no exams req'd. For civil service we need exams?

110. I have no information on the above questions..

111. Once hired off civil service list, managers in state government discriminate against you. Big problem. They do not like the idea that someone took a test to get a job.

114. Once again, DPA/Civil Service, produced a useless, non job function exam thus not giving State employees any advantage in the exam. The exam proved not to be a fair test of an individuals job functional duties!

115. This exam was designed for someone coming straight out of college with a degree in Accounting, not for someone working in State Accounting.

117. Any system that forces an employee with ten years of service to take an exam in order to hold onto his job is asinine and mean-spirited at best. If my three kids suffer because of this (i.e. I lose my job) then DPA will probably consider the program a success. I hope you folks are proud of yourselves.

120. If DPA would enforce it's laws and allow no variations by dept's the above are true.

129. The state put who they want in the positions. They play games with the list. A lot of time does not pertain to actual jobs they are to varied.

133. Testing is done with no regards to actual duties of job-most question have nothing to do with Government Accounting. Some answers on sample test could be debatable.

134. Too much Politics, Cronyism, Reverse Discrimination, and entire Civil Service Lists being by-passed for "03" Account appointments. Civil Service tests are no longer given in the Division in which I work. Just filling management positions with people "Off The Street".

137. I feel that if a person has worked for the State for 15 yrs. and has

...

been promoted through out the yrs, they should be able to keep the job they've been promoted to without having to take an exam for it. And they shouldn't have to feel threatened by those that did take the exam. There is no security in the State.

139. The whole process stinks. Dept. Heads are allowed to hire at will. Civil Service gives license to these questionable activities.

144. As a state employee for quite a number of years, I think the New Program Pilot Examination for careers in Accounting, Budgeting and Auditing were very unfair. As a state employee we do not use outside accounting in State Service. So we do not stand a chance of passing. If these examination were 50/50 we would at least have a 50% chance of passing.

145. Poor decision to hold merit exam April 16, on a long weekend. Also it took one hour to fill out paperwork before the start of exam. Tired before exam started!

147. The test was un-fair. It was not for state employees. Plus you had a nerve charging \$20.00.

Applicants who indicated they are not state employees

9. Why are interview postcards sent out when the funds are not there? More notice needed for interviews.

64. It is very difficult to answer a survey on future events. All I have completed so far is the application.

67. Exam location is inconvenient for So. shore residents or people that don't have a car.

68. Not enough opportunity for Open Exams. Not fair in that current State employees get coaching-MDC and the Program Coordinator Exam., Nov.

87. State hiring is not fair. It is patronage and who you know. I think you loose good people and have dead wood when you hire like that.

138. Grading - are each section graded separately or do you receive a overall grade.

* The comments were typed as written, with no attempt to correct spelling.

** The number before each comment identifies an individual survey form. The number has no other meaning.

Table 4. Crosstabulations of Opinions by State Employee Status

Crosstabulation:
Was the examination literature useful? (Q1)
by
Are you a current state employee? (Q11)

Q11-> Q1	Count		No	Yes	Row Total
	Row Pct Col Pct				
No				10 100.0 8.7	10 7.4
Yes			21 16.7 100.0	105 83.3 91.3	126 92.6
Column Total		21 15.4	115 84.6	136 100.0	

Crosstabulation:
Get you get the information when you needed it? (Q2)
by
Are you a current state employee? (Q11)

Q11-> Q2	Count		No	Yes	Row Total
	Row Pct Col Pct				
No			2 12.5 9.1	14 87.5 11.9	16 11.4
Yes			20 16.1 90.9	104 83.9 88.1	124 88.6
Column Total		22 15.7	118 84.3	140 100.0	

[illegible]

Crosstabulation:

Was the information you got accurate? (Q3)

by
Are you a current state employee? (Q11)

Q11->	Count		No	Yes	Row Total
	Row Pct	Col Pct			
Q3					
No				8 100.0 7.4	8 6.3
Yes			20 16.7 100.0	100 83.3 92.6	120 93.8
	Column Total		20 15.6	108 84.4	128 100.0

Crosstabulation:

Were the application instructions clear? (Q4)

by
Are you a current state employee? (Q11)

Q11->	Count		No	Yes	Row Total
	Row Pct	Col Pct			
Q4					
No			3 25.0 13.6	9 75.0 7.8	12 8.8
Yes			19 15.2 86.4	106 84.8 92.2	125 91.2
	Column Total		22 16.1	115 83.9	137 100.0

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Crosstabulation:

If you asked questions, did we answer them? (Q5)

by

Are you a current state employee? (Q11)

		Count	No	Yes	
Q11->	Row Pct				Row
	Col Pct				Total
Q5					
No		2	13	15	
		13.3	86.7	16.3	
		18.2	16.0		
Yes		9	68	77	
		11.7	88.3	83.7	
		81.8	84.0		
	Column	11	81	92	
	Total	12.0	88.0	100.0	

Crosstabulation:

Is CS hiring process fair? (Q6)

by

Are you a current state employee? (Q11)

Q11->		Count	No	Yes	
	Q6	Row Pct Col Pct			Row Total
No			5	59	64
			7.8	92.2	58.2
			45.5	59.6	
Yes			6	40	46
			13.0	87.0	41.8
			54.5	40.4	
		Column Total	11 10.0	99 90.0	110 100.0

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Crosstabulation:

Is CS hiring process speedy? (Q7)

by
Are you a current state employee? (Q11)

Count		No	Yes	
Q11->	Row Pct			Row
	Col Pct			Total
Q7				
No		9	82	91
		9.9	90.1	81.3
		69.2	82.8	
Yes		4	17	21
		19.0	81.0	18.8
		30.8	17.2	
	Column	13	99	112
	Total	11.6	88.4	100.0

Crosstabulation:

Is CS hiring process convenient? (Q8)

by
Are you a current state employee? (Q11)

Q11->	Count		No	Yes	Row Total
	Row Pct	Col Pct			
Q8	-----		-----	-----	
No			6	60	66
			9.1	90.9	56.9
			37.5	60.0	
Yes	-----		-----	-----	
			10	40	50
			20.0	80.0	43.1
			62.5	40.0	
	-----		-----	-----	
	Column		16	100	116
	Total		13.8	86.2	100.0

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Crosstabulation:

Are qualified people selected through the process? (Q9)

by

Are you a current state employee? (Q11)

Q11-> Q9	Count		No	Yes	Row Total
	Row Pct Col Pct				
No	-----+-----+-----+-----+-----				
			6	49	55
			10.9 50.0	89.1 58.3	57.3
Yes	-----+-----+-----+-----+-----				
			6	35	41
			14.6 50.0	85.4 41.7	42.7
-----+-----+-----+-----+-----					
Column Total			12 12.5	84 87.5	96 100.0

Crosstabulation:

Is the CS exam protest/appeals procedure adequate? (Q10)

by

Are you a current state employee? (Q11)

Q11-> Q10	Count		No	Yes	Row Total
	Row Pct Col Pct				
No	-----+-----+-----+-----+-----				
			3	26	29
			10.3 33.3	89.7 53.1	50.0
Yes	-----+-----+-----+-----+-----				
			6	23	29
			20.7 66.7	79.3 46.9	50.0
-----+-----+-----+-----+-----					
Column Total			9 15.5	49 84.5	58 100.0

U S Army Medical Library

HOW WAS THE EXAM?

The examination you just finished is a key step in the civil service hiring process. It allows you to compete with other applicants and to show that you have the knowledges and abilities that are needed on the job. Please take a moment now to give us your opinion of the exam, and how well it met its purpose.

Please rate the written examination on the following areas.

1. Overall fairness:

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

2. Fairness for various ethnic, racial and religious groups:

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

3. Exam's coverage of knowledges and abilities needed for the job:

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

4. Currency of the test items (e.g., is the vocabulary up to date):

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

5. Accuracy of the test items (e.g., no typos, no misspelled words):

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

6. Level of difficulty of the test items:

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

7. Clarity of the written examination instructions:

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

8. Clarity of the instructions given by the monitor:

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

9. Monitor's ability to answer questions about the exam administration:

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

10. Overall evaluation of the exam:

Very good [] Good [] Adequate [] Poor [] Don't Know/ Undecided []

(Turn page over)

11. The exam you just took is a "banded" examination, where one exam is used for many job titles. What do you think of this type of examination?

Good idea []

Confusing []

Don't Know/Undecided []

12. Was the time limit on the examination adequate?

Too short []

Just Right []

Too Long []

13. How did you hear about this examination?

Radio or TV []

City or Town Hall or Library []

Employee or Professional Organization []

State Agency []

Word of Mouth []

Other [] specify: _____

14. Are you now a state employee?

Yes []

No []

15. How many of the 19 job titles covered

by this exam did you attempt to qualify for? []

Please give this page to the monitor when you are done with it.

Thank you for filling out this survey.

Note on Examination Protests

This survey form will not be considered a formal protest of any part of this examination. Applicants may request the Personnel Administrator to review whether the examination was a fair test of applicants' ability to perform the primary duties of the position. Such requests must be filed with the Administrator within 7 days of the examination and must include specific references to publications relied on to support the allegations. See Massachusetts General Laws Chapter 31, Section 21 for the specific requirements for filing such a request.

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For internal discussion purposes only.

Exam Day Survey: Summary of Results For NEP Pilot

Bureau of Planning and Research
Department of Personnel Administration
May, 1988

U. S. NATIONAL ARCHIVES

Exam Day Survey: Summary of Results For NEP Pilot

In connection with the New Examination Program (NEP), a systematic evaluation was conducted using a survey of examination takers administered on the examination day. This type of information has not been compiled in a systematic fashion in the past, so there are no comparison data now available.

Questionnaires were given to all applicants who appeared to take the April 16, 1988 NEP pilot examination which covered 19 titles in the accounting occupational group. Of the approximately 1,200 questionnaires distributed, about 650 were returned. This is an acceptable response rate.

A brief overview of the results follows, followed by tallies and analyses of the data.

Overview

The NEP examination received generally favorable evaluations. The overall evaluation of the examination was predominantly good and adequate, with 46% of the respondents saying that the examination was good and 28% saying that it was adequate, overall.

On each evaluation area only a minority of the applicants felt the examination was less than adequate. The highest evaluation went to the time limit, with 80% reporting that the time limit is "just right", and to clarity of the monitor's instructions, with 53% reporting that these were very good (the highest rating possible on the survey). The lowest evaluation was still quite positive. The lowest evaluation went to the match between the test and the knowledges, skills and abilities needed to perform the job, with 18% reporting this as good and 20% reporting this as poor. Even this lowest area had 80% of the applicants reporting that the coverage was at least adequate.

The differences between the responses of applicants who are state employees and other applicants are all relatively small, but the one evaluation area which showed the most difference was the match between the test and the knowledges, skills and abilities needed to perform the job, with 30% of the non-state employees and 13% of the state employees reporting saying this match is very good, and only 7% of non-state employees but 26% of state employees saying that the match is poor.

Applicants were also asked how they heard about the examination. Most (64%) of the applicants reporting hearing about the exam at a state agency. (About 70% of the respondents reported being state employees.) About 2% of state employees and 23% of non-state employees report learning about the examination at a city or town hall or library.

U. S. NATIONAL ARCHIVES

Tally by Question

In answering the questions 1 to 10, applicants could chose one of five responses: very good, good, adequate, poor and don't know. The Don't know responses are not considered below. (The response categories for the other survey questions are indicated in the summary tables at the end of the report.)

To simplify and summarize, the following values were given to the scale points for questions 1 to 10:

very good = 30
good = 20
adequate = 10
poor = 0

Table One gives the tallies, means and frequency distributions of responses for each question. (The tables are attached at the end of this report.) In general, applicants have favorable opinions of this civil service examination. All of the evaluation areas had a majority of applicants giving the examination at least an "adequate" rating, with all of the evaluation areas getting a majority of "good's" and "very good's".

Table Two summarizes the means from Table One.

Table Three gives the means for each question separately for state employees and non-state employees. The evaluation areas with the highest and lowest evaluation by state employees are the same as for the group overall: clarity of monitor's instructions; and the match between the test and the knowledges, skills and abilities needed to perform the job, respectively.

Correlations

Correlation coefficients for the responses to pairs of questions were calculated. The correlation coefficients may range from -1 to +1. A correlation coefficient of zero would indicate no relationship. In Table Four, only those correlations which are at least .30 in size and statistically reliable are shown. The most important finding here is the evidence of consistency of opinions: the highest correlations are within the questions which relate to the evaluation of the examination itself, and with the recruitment sources and state employee status. Perhaps most notably, only one of the questions showed a correlation of over .30 with question 14, which asks if the applicant is a current state employee.

Comments of Applicants

Applicants were not asked for comments, but some 45 applicants provided them anyway. The comments are all transcribed in Table Five. Most of the comments refer to the content of the examination.

Cross-tabulations

Although the differences between state employees and non-state employees are summarized above, the people who are most concerned with a certain survey item may wish to know exactly how the applicants answered that item. For that reason, tabulations of this type are presented in an appendix.

Conclusion

The New Examination Program pilot examination was well received. This is especially true in contrast to the very negative opinions of the overall Civil Service hiring system seen in an earlier pre-examination survey of applicants for this examination.

These data are the first of its type to be gathered. If gathered consistently, data such as these will allow DPA to track one very important indicator of its success: the evaluation of the examination by applicants for civil service examinations.

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Table One. Tallies, Means and Frequency Distributions of Responses

Q1: Overall fairness

Value Label	Value	Frequency	Percent
poor	0	58	9.2
adequate	10	183	29.0
good	20	275	43.7
very good	30	114	18.1

poor XXXXXXXX 58
adequate XXXXXXXXXXXXXXXXXXXXXXXX 183
good XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX 275
very good XXXXXXXXXXXXXXXX 114

Mean = 17.0 Std Dev = 8.6

Q2: Fairness for various groups

Value Label	Value	Frequency	Percent
poor	0	22	4.2
adequate	10	109	20.8
good	20	201	38.4
very good	30	192	36.6

poor XXXX 22
adequate XXXXXXXXXXXXXXXX 109
good XXXXXXXXXXXXXXXXXXXXXXXX 201
very good XXXXXXXXXXXXXXXXXXXXXXXX 192

Mean = 20.7 Std Dev = 8.5

Q3: Coverage of KSAs needed for job

Value Label	Value	Frequency	Percent
poor	0	125	20.4
adequate	10	157	25.7
good	20	221	36.1
very good	30	109	17.8

poor XXXXXXXXXXXXXXXXXXXX 125
adequate XXXXXXXXXXXXXXXXXXXX 157
good XXXXXXXXXXXXXXXXXXXXXXXX 221
very good XXXXXXXXXXXXXXXX 109

Mean = 15.1 Std Dev = 10.0

U S HISTORY

Q4: Currency of test items (e.g. vocabulary)

Value Label	Value	Frequency	Percent
poor	0	35	5.5
adequate	10	176	27.8
good	20	316	49.8
very good	30	107	16.9

poor XXXXX 35
adequate XXXXXXXXXXXXXXXXXXXXXXXXXX 176
good XX 316
very good XXXXXXXXXXXXXXX 107

Mean = 17.8 Std Dev = 7.8

Q5: Accuracy of test items (e.g. spelling)

Value Label	Value	Frequency	Percent
poor	0	16	2.5
adequate	10	97	15.2
good	20	256	40.2
very good	30	268	42.1

poor XXX 16
adequate XXXXXXXXXXXXX 97
good XX 256
very good XX 268

Mean = 22.1 Std Dev = 7.9

Q6: Level of difficulty of test items

Value Label	Value	Frequency	Percent
poor	0	39	6.2
adequate	10	159	25.4
good	20	301	48.2
very good	30	126	20.2

poor XXXXXX 39
adequate XXXXXXXXXXXXXXXXXXXXXXXXXX 159
good XX 301
very good XXXXXXXXXXXXXXXXXX 126

Mean = 18.2 Std Dev = 8.2

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Q7: Clarity of written instructions

Value Label	Value	Frequency	Percent
poor	0	30	4.6
adequate	10	126	19.2
good	20	274	41.8
very good	30	226	34.5

poor XXXXX 30
adequate XXXXXXXXXXXXXXXXXXXX 126
good XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX 274
very good XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX 226

Mean = 20.6 Std Dev = 8.4

Q8: Clarity of Monitor's instructions

Value Label	Value	Frequency	Percent
poor	0	15	2.3
adequate	10	65	9.9
good	20	227	34.6
very good	30	349	53.2

poor XXX 15
adequate XXXXXXXX 65
good XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX 227
very good XX 349

Mean = 23.8 Std Dev = 7.5

Q9: Monitor's ability to answer questions

Value Label	Value	Frequency	Percent
poor	0	20	3.3
adequate	10	91	14.9
good	20	259	42.5
very good	30	240	39.3

poor XXXX 20
adequate XXXXXXXXXXXX 91
good XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX 259
very good XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX 240

Mean = 21.7 Std Dev = 8.0

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Q10: Overall evaluation of the exam

Value Label	Value	Frequency	Percent
poor	0	70	11.0
adequate	10	180	28.2
good	20	294	46.1
very good	30	94	14.7

poor XXXXXXXXXXXX 70
adequate XXXXXXXXXXXXXXXXXXXXXXXXXXXX 180
good XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX 294
very good XXXXXXXXXXXX 94

Mean = 16.4 Std Dev = 8.6

Q11: View of "banded" exams

Value Label	Value	Frequency	Percent
good idea	1	366	57.9
confusing	2	171	27.1
don't know	3	95	15.0

good idea XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX 366
confusing XXXXXXXXXXXXXXXXXXXXXXXX 171
don't know XXXXXXXXXXXX 95

Mean = 1.5 Std Dev = .7

Q12: View of time limit

Value Label	Value	Frequency	Percent
too short	1	44	7.0
just right	2	507	81.0
too long	3	75	12.0

too short XXXXX 44
just right XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX 507
too long XXXXXXX 75

Mean = 2.0 Std Dev = .4

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Q13A: Heard of exam on radio or TV

Value Label	Value	Frequency	Percent
Not checked	0	641	99.8
Checked	100	1	.2

Not checked XX 641
Checked 1

Mean = .1 Std Dev = 3.9

Q13B: Heard of exam at City Hall or library

Value Label	Value	Frequency	Percent
Not checked	0	590	91.9
Checked	100	52	8.1

Not checked XX 590
Checked XXXXX 52

Mean = 8.1 Std Dev = 27.3

13C: Heard of exam from employee or profession

Value Label	Value	Frequency	Percent
Not checked	0	535	83.3
Checked	100	107	16.7

Not checked XX 535
Checked XXXXXXXXXX 107

Mean = 16.7 Std Dev = 37.2

Q13D: Heard of exam at state agency

Value Label	Value	Frequency	Percent
Not checked	0	233	36.2
Checked	100	410	63.8

Not checked XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX 233
Checked XX 410

Mean = 63.7 Std Dev = 48.1

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Q13E: Heard of exam by word of mouth

Value Label	Value	Frequency	Percent
Not checked	0	554	86.2
Checked	100	89	13.8

Not checked XX 554
Checked XXXXXXXX 89

Mean = 13.8 Std Dev = 34.5

Q13F: Heard of exam from another source

Value Label	Value	Frequency	Percent
Not checked	0	592	92.1
Checked	100	51	7.9

Not checked XX 592
Checked XXXXX 51

Mean = 7.9 Std Dev = 27.0

Q14: Currently state employee

Value Label	Value	Frequency	Percent
No	0	184	28.8
Yes	100	455	71.2

No XXXXXXXXXXXXXXXXXXXXXXXX 184
Yes XX 455

Mean = 71.2 Std Dev = 45.3

Q15: Number of job titles attempted to qualify for

Value Label	Value	Frequency	Percent
	0	1	.2
	1	24	3.9
	2	56	9.0
	3	31	5.0
	4	40	6.4
	5	79	12.7
	6	38	6.1
	7	27	4.3
	8	29	4.7
	9	20	3.2
	10	32	5.1
	11	5	.8
	12	14	2.3
	13	1	.2
	14	9	1.4
	15	10	1.6
	16	8	1.3
	17	4	.6
	18	1	.2
	19	193	31.0

```
0      1
1  XXXXXXXX 24
2  XXXXXXXXXXXXXXXXXXXX 56
3  XXXXXXXXXX 31
4  XXXXXXXXXXXXXX 40
5  XXXXXXXXXXXXXXXXXXXXXXXXXXXX 79
6  XXXXXXXXXXXXXX 38
7  XXXXXXXXXX 27
8  XXXXXXXXXX 29
9  XXXXXXXX 20
10 XXXXXXXXXX 32
11 XX 5
12 XXXXX 14
13      1
14 XXX 9
15 XXXX 10
16 XXX 8
17 XX 4
18      1
19 XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX 193
```

Mean = 10.1

Std Dev = 6.7

Table Two. Summary of Table One: Means for All Questions*

<u>Variable</u>	<u>Mean</u>	<u>N</u>	<u>Label</u>
Q1	17.0*	630	Overall fairness
Q2	20.7	524	Fairness for various groups
Q3	15.1	612	Coverage of KSAs needed for job
Q4	17.8	634	Currency of test items (e.g. vocab)
Q5	22.1	637	Accuracy of test items (e.g. spelling)
Q6	18.2	625	Level of difficulty of test items
Q7	20.6	656	Clarity of written instructions
Q8	23.8	656	Clarity of Monitor's instructions
Q9	21.7	610	Monitor's ability to answer questions
Q10	16.4	638	Overall evaluation of the exam
Q11	1.5	632	View of "banded" exams
Q12	2.0	626	View of time limit
Q13A	.1 %	642	Heard of exam on radio or TV
Q13B	8.1 %	642	Heard of exam at City Hall or library
Q13C	16.6 %	642	Heard of exam from employee or professional org
Q13D	63.7 %	643	Heard of exam at state agency
Q13E	13.8 %	643	Heard of exam by word of mouth
Q13F	7.9 %	643	Heard of exam from another source
Q14	71.2 %	639	Currently state employee
Q15	10.1	622	Number of job titles attempted to qualify for

Number of people who answered all questions = 386

Number of people who returned survey = 659

* For the scale values used in calculating these means, see Table One.

Table Three. Means for All Questions, by State Employee Status*

	<u>Overall</u>	<u>State Employee?</u>	
		<u>No</u>	<u>Yes</u>
Q1: Overall fairness	17.0	20.3	14.9
Q2: Fairness for various groups	20.7	19.9	17.0
Q3: Coverage of KSAs needed for job	15.1	18.6	12.6
Q4: Currency of test items (e.g. vocab)	17.8	19.8	16.4
Q5: Accuracy of test items (e.g. spelling)	22.1	23.7	21.0
Q6: Level of difficulty of test items	18.2	19.5	16.9
Q7: Clarity of written instructions	20.6	22.2	19.9
Q8: Clarity of Monitor's instructions	23.8	24.5	23.5
Q9: Monitor's ability to answer questions	21.7	21.3	20.2
Q10: Overall evaluation of the exam	16.4	19.6	14.5
Average for questions 1-10	19.3	20.9	17.6
Q11: View of "banded" exams	1.5	1.4	1.6
Q12: View of time limit	2.0	2.1	2.0
Q13A: Heard of exam on radio or TV	.1%	.0%	.2%
Q13B: Heard of exam at City Hall or library	8.1%	22.8%	1.7%
Q13C: Heard of exam from employee or prof'l org.	16.6%	17.9%	16.2%
Q13D: Heard of exam at state agency	63.7%	18.4%	82.4%
Q13E: Heard of exam by word of mouth	13.8%	25.5%	9.2%
Q13F: Heard of exam from another source	7.9%	20.1%	3.0%
Q14: Currently state employee	71.2%	---	---
Q15: Number of job titles attempted to qualify for	10.1	9.1	10.5

Number of people who answered all questions = 386

Number of people who returned survey = 659

* For the scale values used in calculating these means, see Table One.

Table Four. Intercorrelations of Test Day Survey

Correlations:	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10
Q1	1.0	.45	.68	.50	.30	.35	.31			.76
Q2	.45	1.0	.36	.41	.35	.32	.30			.36
Q3	.68	.36	1.0	.49	.31	.41				.74
Q4	.50	.41	.49	1.0	.48	.35	.36			.51
Q5	.30	.35	.31	.48	1.0	.30	.34			.36
Q6	.35	.32	.41	.35	.30	1.0	.36			.44
Q7	.31	.30		.36	.34	.36	1.0	.41	.34	.38
Q8							.41	1.0	.72	.19
Q9							.34	.72	1.0	
Q10	.76	.36	.74	.51	.36	.44	.38			1.0

Correlations:	Q12	Q13A	Q13B	Q13C	Q13D	Q13E	Q13F	Q14	Q15
Q11									
Q12	1.0								
Q13A		1.0							
Q13B			1.0		-.32			-.35	
Q13C				1.0	-.31				
Q13D			-.32	-.31	1.0	-.36	-.34	.60	
Q13E					-.36	1.0			
Q13F					-.34		1.0		
Q14			-.35		.60			1.0	
Q15									1.0

In addition to these correlations, the correlation between q3 and q14 is -.30.

U. S. DEPARTMENT OF AGRICULTURE

Table Five. Transcribed Comments

259* Did not use calculator at all. Some calculators in the classroom were very noisy and some people found this very distracting. Quiet calculators S/B use next time.

458 To long to sit

459 It was very confusing as to which job titles you were testing.

460 I attempted all 19 titles mostly for my own benefits, as I'm only qualified for those requiring an Associate Degree or it's equivalent. I believe that by taking the entire exam, I am more aware of how to focus my future educational considerations. Thanks!

582 I felt the test was not for Accounting and it had nothing to do with what I do in the Accounting field.

583 Please note: not very happy regarding the date (on a three day weekend) and the fact that I am "required" to take it because my job is not correctly classified.

584 Please do not put graphs on 1 page and questions on another. It is too hard to flip back and forth.

586 Chart for items 47-50 was not clear.

592 No one who has been performing a job for so many years should be forced to take an exam to find out if he/she is qualified for that particular job. That in itself says a lot about what DPA thinks of the management of state agencies who have been keeping us.

603 Exam weak on compliance auditing, The main activity of the Executive Office of Human Services Audit Unit.

606 The time limit was not adiquat. (sic)

607 I would like to see more information concerning handicapped persons for these tests.

608 This exam didn't seem to cover any of the civil service books I had purchase at the book store. Which I assume would help me out. (sic)

611 Test has nothing to do with what we do in State Accounting! Too much, the test was to long.

614 If you use graphs, charts, etc. and obviously ask questions - at least make it so you don't have to flip three pages to go back to the chart.

615 Exam to long and redundant for the applicant to be efficient and clear thinking. "Get to the point." You either comprehend or not.

616 The "banded" exam process opens up too many loopholes for managerial manipulation in filling job vacancies. Civil Service laws as on the books now should be more strictly enforced by PA . The law amendment

allowing temporary employees to take promotional exams should be stricken from the laws!!!!

620 Questions ask on the exam don't deal with the real working world. i.e. how many people deal with accounts receivable or/actual cost of goods sold statements.

621 The Accounting questions do not relate to the Accounting functions performed in State Service. I have 17 yrs of experience and most questions don't relate- A fresh out of college person would find difficulty.

623 The introductory parts of the exam were too difficult relative to the end portions of the exam which were testing for higher level jobs. The examination should be more uniform in difficulty.

624 Please note Certification sections should be expanded to include other types such as CISA (?) CDP both of which I have but could not indicate.

625 Civil Service needs to monitor the Cities and Towns and State Agencies more closely. Being on an eligible list does not necessarily get you a job if appointing authorities don't use the eligible lists! Too many "provisional" and "political" appointments!

626 I don't feel the Accountant aspects of the exam is a realistic view of what a State Accounting position deals with. There was maybe two questions on the whole Accountant I-Acct.V exam which had any application to what one would be dealing with within the State. More emphasis should be given to the State Accounting System and less emphasis to the public sector accounting. Some questions dealt with payroll position issues and Buyer position issues as well.

627 Test should be spaced so one can take 2 breaks for relief or relaxation, It's just too long for one sitting.

628 In Addition, as a state employee who is allowed at least one break for every approximately 4 hours of work, and who happens to use it to smoke, I was EXTREMELY distressed to find that no smoking area had been established during a 4 1/2 hour test. The Accountant parts of the exam dealt almost exclusively with for-profit accounting, which is ABSURD for a state exam.

629 Exam was very long. Auditing questions were most difficult.

631 Additional comments: Exam was poorly timed 3 day weekend also for DOR Personnel April 15 was yesterday some of the exam applicants worked until midnight. Questions 67-70 pertained to a graph on prior page it is very awkward to keep flipping the page back and fourth. Too many questions 1-200 1-150 is better.

632 I question the wording of question # 13.

634 Monitor staff very helpful.

636 Exam based on reading skills and vocabutary (sic) not on job related performance.

637 Exam should have been in a Booklet Form where you open it to see 2 pages at once instead of stapled. Some of graphics could have been made with larger print.

639 I did like the Special Section which asked about other languages spoken. It appears special treatment will be given certain minority groups unfairly!!

640 Terminology did me in, relationship of test questions to actual state bookkeeping positions is quite tenuous and non-existent. The exam does not even take into account the MMARS. Good example for the State Treasurer's Office, maybe, They deal in "sinking bond funds" and the like.

641 Questions asked on this test did not deal with our job performance in any way, shape or manner, this is why I rated the test so poorly.

642 I think there is too much time spent on filing out applicant data forms. It is a very simple procedure.

647 Some questions were very vague, need to be more specific.

648 Exam facilities rotten! - room too cold, rest rooms inadequate, and traffic noises, esp. sirens, were distracting.

649 I like it. No experience sheets to tell lies on.

652 No exact answer to # 45 or # 165 (duplicate answers). If different qualifications are required for Acct. IV vs. Acct V and Auditor IV vs. Aud V different sections S/B testing abilities.

654 One point of interest however, the start up time always seems to be a problem when taking Civil Service exams. going to class room instruction, not enough forms etc. I think if monitors are better prepared for the day the initial set-up time will be shortened.

655 Problem: Directions to test spot very unclear and should be given.

656 I think directions to the building(s) should be given with notice to appear.

657 This exam failed to cover the analytical abilities need by a Budget Ex. The comptroller keeps the books. Too many accounting questions were confusing as to whether they were testing for gov'tal acctng. abilities or commercial acctng. abilities.

658 Some questions worded confusingly.

* The number before each comment identifies an individual survey form. The numbers have no other meaning.

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For internal discussion purposes only.

Exam Day Survey: Summary of Results For NEP Pilot

Appendix: Crosstabulations of Opinions by State Employee Status

Bureau of Planning and Research
Department of Personnel Administration
May, 1988

Exam Day Survey: Summary of Results For NEP Pilot
Appendix: Crosstabulations of Opinions by State Employee Status

(Prepared on 5/25/88)

Q1: Overall fairness by Q14: Currently state employee

Q14->		Count	No	Yes	Row
		Row Pct			Total
		Col Pct	0	100	
Q1					
	0		3	55	58
poor			5.2	94.8	9.5
			1.7	12.7	
	10		30	148	178
adequate			16.9	83.1	29.2
			16.9	34.2	
	20		93	172	265
good			35.1	64.9	43.4
			52.5	39.7	
	30		51	58	109
very good			46.8	53.2	17.9
			28.8	13.4	
	Column		177	433	610
	Total		29.0	71.0	100.0

correlation = .28

Q2: Fairness for various groups by Q14: Currently state employee

Q14->		Count	No	Yes	Row
		Row Pct			Total
		Col Pct	0	100	
Q2					
	poor	0	5	15	20
			25.0	75.0	3.9
			3.3	4.2	
	adequate	10	19	86	105
			18.1	81.9	20.7
			12.5	24.2	
	good	20	56	140	196
			28.6	71.4	38.6
			36.8	39.3	
	very good	30	72	115	187
			38.5	61.5	36.8
			47.4	32.3	
	Column		152	356	508
	Total		29.9	70.1	100.0

correlation = .16

Q3: Coverage of KSAs needed for job by Q14: Currently state empl.

Q14->		Count	No	Yes	Row
		Row Pct			Total
		Col Pct	0	100	
Q3					
poor	0		11	112	123
			8.9	91.1	20.7
			6.6	26.3	
adequate	10		28	126	154
			18.2	81.8	26.0
			16.8	29.6	
good	20		78	131	209
			37.3	62.7	35.2
			46.7	30.8	
very good	30		50	57	107
			46.7	53.3	18.0
			29.9	13.4	
Column			167	426	593
Total			28.2	71.8	100.0

correlation = .30

Q4: Currency of test items (e.g. vocab) by Q14: Currently state E.

Q14->		Count	No	Yes	Row
		Row Pct			Total
		Col Pct	0	100	
Q4					
	0		8	27	35
poor			22.9	77.1	5.7
			4.4	6.2	
	10		32	138	170
adequate			18.8	81.2	27.6
			17.8	31.7	
	20		89	216	305
good			29.2	70.8	49.6
			49.4	49.7	
	30		51	54	105
very good			48.6	51.4	17.1
			28.3	12.4	
	Column		180	435	615
	Total		29.3	70.7	100.0

correlation = .21

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Q5: Accuracy of test items (e.g. spelling) By Q14: Currently state E

Q14->		Count	No	Yes	Row
		Row Pct			Total
		Col Pct	0	100	
Q5					
poor	0		4	11	15
			26.7	73.3	2.4
			2.2	2.5	
adequate	10		19	76	95
			20.0	80.0	15.4
			10.5	17.4	
good	20		59	189	248
			23.8	76.2	40.1
			32.6	43.2	
very good	30		99	161	260
			38.1	61.9	42.1
			54.7	36.8	
Column			181	437	618
Total			29.3	70.7	100.0

correlation = .16

Q6: Level of difficulty of test items By Q14: Currently state employee

Q14->		Count	No	Yes	
	Row Pct				Row
Q6	Col Pct		0	100	Total
poor	0	6	32	38	
		15.8	84.2	6.3	
		3.4	7.5		
adequate	10	36	120	156	
		23.1	76.9	25.7	
		20.2	28.0		
good	20	87	200	287	
		30.3	69.7	47.4	
		48.9	46.7		
very good	30	49	76	125	
		39.2	60.8	20.6	
		27.5	17.8		
	Column Total	178	428	606	
		29.4	70.6	100.0	

correlation = .14

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Q7: Clarity of written instructions By Q14: Currently state employee

Q14->		Count	No	Yes	
		Row Pct			Row
		Col Pct	0	100	Total
Q7					
	0		6	23	29
poor			20.7	79.3	4.6
			3.3	5.1	
	10		27	95	122
adequate			22.1	77.9	19.2
			14.8	20.9	
	20		68	198	266
good			25.6	74.4	41.8
			37.2	43.6	
	30		82	138	220
very good			37.3	62.7	34.5
			44.8	30.4	
	Column		183	454	637
	Total		28.7	71.3	100.0

correlation = .14

Q8: Clarity of Monitor's instructions By Q14: Currently state employee

Q14->		Count	No	Yes	Row
		Row Pct			Total
		Col Pct	0	100	
Q8					
poor	0	6	9	15	
		40.0	60.0	2.4	
		3.3	2.0		
adequate	10	14	49	63	
		22.2	77.8	9.9	
		7.7	10.8		
good	20	52	167	219	
		23.7	76.3	34.4	
		28.4	36.8		
very good	30	111	229	340	
		32.6	67.4	53.4	
		60.7	50.4		
Column		183	454	637	
Total		28.7	71.3	100.0	

correlation = .10

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WASHINGTON, D. C.

Q9: Monitor's ability to answer questions By Q14: Currently state E

Q14->		Count	No	Yes	
Q9		Row Pct			Row
		Col Pct	0	100	Total
poor	0		6	14	20
			30.0	70.0	3.4
			3.5	3.3	
adequate	10		23	65	88
			26.1	73.9	14.9
			13.4	15.5	
good	20		67	181	248
			27.0	73.0	42.0
			39.0	43.2	
very good	30		76	159	235
			32.3	67.7	39.8
			44.2	37.9	
Column			172	419	591
Total			29.1	70.9	100.0

correlation = .05

Q10: Overall evaluation of the exam By Q14: Currently state employee

Q14->		Count	No	Yes	
	Row Pct				Row
Q10	Col Pct		0	100	Total
poor	0	8	61	69	
		11.6	88.4	11.1	
		4.4	14.0		
adequate	10	28	150	178	
		15.7	84.3	28.8	
		15.4	34.3		
good	20	105	177	282	
		37.2	62.8	45.6	
		57.7	40.5		
very good	30	41	49	90	
		45.6	54.4	14.5	
		22.5	11.2		
Column		182	437	619	
Total		29.4	70.6	100.0	

correlation = .27

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Q11: View of "banded" exams By Q14: Currently state employee

Q14->	Count		No	Yes	Row Total
	Row Pct	Col Pct	0	100	
Q11					
good idea	1		129	235	364
			35.4	64.6	57.8
			70.9	52.5	
confusing	2		30	141	171
			17.5	82.5	27.1
			16.5	31.5	
don't know	3		23	72	95
			24.2	75.8	15.1
			12.6	16.1	
Column Total			182	448	630
			28.9	71.1	100.0

correlation = .17

Q12: View of time limit By Q14: Currently state employee

Q14->	Count		No	Yes	Row Total
	Row Pct	Col Pct	0	100	
Q12					
too short	1		9	35	44
			20.5	79.5	7.1
			4.9	7.9	
just right	2		142	363	505
			28.1	71.9	80.9
			78.0	82.1	
too long	3		31	44	75
			41.3	58.7	12.0
			17.0	10.0	
Column Total			182	442	624
			29.2	70.8	100.0

correlation = .10

Handwritten notes in the left margin, including the word "Lecture" and other illegible text.

20. 10. 1917

21. 10. 1917

22. 10. 1917

23. 10. 1917

24. 10. 1917

25. 10. 1917

26. 10. 1917

27. 10. 1917

28. 10. 1917

29. 10. 1917

30. 10. 1917

Q13A: Heard of exam on radio or TV By Q14: Currently state employee

Q14->	Count	No	Yes	Row
Row Pct				Total
Col Pct		0	100	
Q13A				
	0	184	453	637
Not checked		28.9	71.1	99.8
		100.0	99.8	
	100		1	1
Checked			100.0	.2
			.2	
Column		184	454	638
Total		28.8	71.2	100.0

correlation = .02

Q13B: Heard of exam at City Hall or library By Q14: Currently state E

Q14->	Count	No	Yes	Row
Row Pct				Total
Col Pct		0	100	
Q13B				
	0	142	446	588
Not checked		24.1	75.9	92.2
		77.2	98.2	
	100	42	8	50
Checked		84.0	16.0	7.8
		22.8	1.8	
Column		184	454	638
Total		28.8	71.2	100.0

correlation = .35

Q13C: Heard of exam from employee or profession By Q14: Currently state E

Q14->	Count	No	Yes	Row
Row Pct				Total
Col Pct		0	100	
Q13C				
	0	151	380	531
Not checked		28.4	71.6	83.2
		82.1	83.7	
	100	33	74	107
Checked		30.8	69.2	16.8
		17.9	16.3	
Column		184	454	638
Total		28.8	71.2	100.0

correlation = .02

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Q13D: Heard of exam at state agency By Q14: Currently state employee

Q14->	Count		No	Yes	Row Total
	Row Pct	Col Pct	0	100	
Q13D					
	0		150	80	230
Not checked			65.2	34.8	36.0
			81.5	17.6	
	100		34	375	409
Checked			8.3	91.7	64.0
			18.5	82.4	
	Column Total		184	455	639
			28.8	71.2	100.0

correlation = .60

Q13E: Heard of exam by word of mouth By Q14: Currently state employee

Q14->	Count		No	Yes	Row Total
	Row Pct	Col Pct	0	100	
Q13E					
	0		137	413	550
Not checked			24.9	75.1	86.1
			74.5	90.8	
	100		47	42	89
Checked			52.8	47.2	13.9
			25.5	9.2	
	Column Total		184	455	639
			28.8	71.2	100.0

correlation = .21

Q13F: Heard of exam from another source By Q14: Currently state employee

Q14->	Count		No	Yes	Row Total
	Row Pct	Col Pct	0	100	
Q13F					
	0		147	441	588
Not checked			25.0	75.0	92.0
			79.9	96.9	
	100		37	14	51
Checked			72.5	27.5	8.0
			20.1	3.1	
	Column Total		184	455	639
			28.8	71.2	100.0

correlation = .28

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Q14: Currently state employee By Q14: Currently state employee

Q14->	Count		No	Yes	Row Total
	Row Pct	Col Pct	0	100	
Q14					
No	0		184		184
			100.0		28.8
			100.0		
Yes	100			455	455
				100.0	71.2
				100.0	
Column Total			184	455	639
			28.8	71.2	100.0

correlation = 1.0

Q15: Number of job titles attempted to qualify for By Q14: Currently state employee

Q14->	Count		No	Yes	Row Total
	Row Pct	Col Pct	0	100	
Q15					
0				1	1
				100.0	.2
				.2	
1			5	19	24
			20.8	79.2	3.9
			2.8	4.3	
2			14	42	56
			25.0	75.0	9.0
			7.8	9.5	
3			10	21	31
			32.3	67.7	5.0
			5.6	4.8	
4			14	26	40
			35.0	65.0	6.4
			7.8	5.9	
5			26	53	79
			32.9	67.1	12.7
			14.4	12.0	
6			18	20	38
			47.4	52.6	6.1
			10.0	4.5	
7			7	20	27
			25.9	74.1	4.3
			3.9	4.5	

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8	10 34.5 5.6	19 65.5 4.3	29 4.7
9	9 45.0 5.0	11 55.0 2.5	20 3.2
10	10 31.3 5.6	22 68.8 5.0	32 5.2
11	3 60.0 1.7	2 40.0 .5	5 .8
12	8 57.1 4.4	6 42.9 1.4	14 2.3
13		1 100.0 .2	1 .2
14	1 11.1 .6	8 88.9 1.8	9 1.4
15	2 20.0 1.1	8 80.0 1.8	10 1.6
16	2 25.0 1.1	6 75.0 1.4	8 1.3
17		4 100.0 .9	4 .6
18		1 100.0 .2	1 .2
19	41 21.4 22.8	151 78.6 34.2	192 30.9
Column Total	180 29.0	441 71.0	621 100.0

correlation = .21

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TO: Steering Committee
FROM: Phyllis Walper
RE: Cost of Pilot Test
DATE: May 2, 1988

The attached reports show pilot test expenditures through April 16, 1988. The purpose of these reports is to provide a basis for projecting the cost of future examinations following the NEP model. Therefore, the reports are based on implementation costs exclusive of resources devoted to program design and development. Where specific cost records for the pilot test were unknown, average costs for the same function within the current civil service system were used.

Part I shows staff hours and costs as follows:

Subsubtotal:	Function within bureau
Subtotal:	Bureau total
Total:	DPA total

Part IIA shows administrative costs as follows:

Subsubtotal:	Item group within item type
Subtotal:	Item type total
Total:	DPA total

Part IIB uses the same information as Part IIA, showing administrative costs as follows:

Subsubtotal:	Item type within function
Subtotal:	Function total
Total:	DPA total

Our total expenditure was:

Staff costs:	\$40,695.39	(Part I)
Administrative costs:	<u>\$19,462.32</u>	(Part II)
Total cost:	\$60,157.71	

I'd like to thank those of you who provided the data used as the basis of these reports. Please call me if you have any questions.

COST OF PILOT TEST BY FUNCTION
PART I -- STAFF COSTS

PARTICIPANTS	HOURS WORKED	STAFF COSTS
** BUREAU: EXAMINATION		
* FUNCTION: PACKAGING PRE-EXAM UNIT STAFF	80.00	1100.00
* Subsubtotal *	80.00	1100.00
** Subtotal **	80.00	1100.00
** BUREAU: HUMAN RSC DEVEL		
* FUNCTION: TEST PREP TRAINING SPECIALIST	7.50	146.28
* Subsubtotal *	7.50	146.28
** Subtotal **	7.50	146.28
** BUREAU: PLANNING RSCH.		
* FUNCTION: EVALUATION SUP.PLANNING AND RSCH	50.00	927.12
MANAGEMENT STAFF	10.00	250.10
* Subsubtotal *	60.00	1177.22
** Subtotal **	60.00	1177.22
** BUREAU: RECRUITMENT		
* FUNCTION: DIRECT MAIL SUP OF RECRUITMENT	6.00	79.69
ASST SUP OF RECRUITMENT	6.00	69.01
RECRUITMENT SPECIALIST	6.00	62.10
RECRUITMENT SPECIALIST	6.00	71.73
SPECIAL ASSISTANT	6.00	95.31
* Subsubtotal *	30.00	377.84
* FUNCTION: FIELD RECRUIT SUP OF RECRUITMENT	127.00	1686.83
ASST SUP OF RECRUIT	127.00	1460.67
RECRUITMENT SPECIALIST	127.00	1314.40
RECRUITMENT SPECIALIST	127.00	1518.21
* Subsubtotal *	508.00	5980.11
* FUNCTION: INFO WINDOW SUP OF PUBLIC INFO	168.00	2364.14
ASST SUP OF PUBLIC INFO	168.00	2633.03

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COST OF PILOT TEST BY FUNCTION
PART I -- STAFF COSTS

PARTICIPANTS	HOURS WORKED	STAFF COSTS
SENIOR CLERK	168.00	1458.46
PRINCIPAL CLERK	168.00	1610.96
* Subsubtotal *		
	672.00	8066.59
** Subtotal **		
	1210.00	14424.54
** BUREAU: SELECTION		
* FUNCTION: DETERM OCC GRP		
SENIOR MANAGEMENT	37.50	955.00
* Subsubtotal *		
	37.50	955.00
* FUNCTION: MANAGEMENT		
MANAGEMENT STAFF	112.50	2195.00
* Subsubtotal *		
	112.50	2195.00
* FUNCTION: POSTER CONTENT		
SENIOR MANAGEMENT	15.00	382.00
* Subsubtotal *		
	15.00	382.00
* FUNCTION: SME LIAISON		
MANAGEMENT STAFF	97.50	2147.00
* Subsubtotal *		
	97.50	2147.00
* FUNCTION: SPECIALTY AREAS		
MANAGEMENT STAFF	225.00	4430.00
* Subsubtotal *		
	225.00	4430.00
* FUNCTION: TEST CONSTRUCT		
MANAGEMENT STAFF	487.50	9665.00
* Subsubtotal *		
	487.50	9665.00
* FUNCTION: TEST TYPING		
ADMINISTRATIVE STAFF	60.00	792.00
* Subsubtotal *		
	60.00	792.00
** Subtotal **		
	1035.00	20566.00

COST OF PILOT TEST BY FUNCTION
PART I -- STAFF COSTS

PARTICIPANTS

HOURS WORKED STAFF COSTS

** BUREAU: STATE SERVICES

* FUNCTION: SPECIALTY AREAS

MANAGEMENT STAFF

146.00 3165.28

* Subsubtotal *

146.00 3165.28

** Subtotal **

146.00 3165.28

** BUREAU: TECHNICAL ASST

* FUNCTION: OVERPRINTING

CLERK IV

10.00 116.07

* Subsubtotal *

10.00 116.07

** Subtotal **

10.00 116.07

*** Total ***

2548.50 40695.39

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COST OF PILOT TEST BY FUNCTION
PART IIA -- ADMINISTRATIVE COSTS
INDEXED BY ITEM TYPE, ITEM GROUP,
AND ITEM

ITEM	ITEM COST CENTER CHARGED COST
** ITEM TYPE: ADMIN COSTS	
* ITEM GROUP: EXAM ADMIN	
MONITORS EXAMINATION	6073.73 EXAMINATION BUREAU
MONITORS PRETEST	54.00 EXAMINATION BUREAU
MONITORS MILEAGE	110.00 EXAMINATION BUREAU
SITE COSTS PER AVG COST	1200.00 EXAMINATION BUREAU
* Subsubtotal *	
	7437.73
* ITEM GROUP: TEST CONSTR	
CONSULTANT CONTRACT	1500.00 SELECTION BUREAU
* Subsubtotal *	
	1500.00
** Subtotal **	
	8937.73
** ITEM TYPE: POSTAGE	
* ITEM GROUP: APPLICANT SURVEY	
MAIL APPLIC SURVEY CARD	237.50 STATE SERVICES
* Subsubtotal *	
	237.50
* ITEM GROUP: EXAM ADMIN	
MAIL MONITOR ASSIGNMENTS	198.00 EXAMINATION BUREAU
* Subsubtotal *	
	198.00
* ITEM GROUP: NOTICE TO APPEAR	
MAIL NOTICE TO APPEAR	585.00 EXAMINATION BUREAU
* Subsubtotal *	
	585.00
* ITEM GROUP: POSTER	
POSTER LOCATIONS	1111.06 EXAMINATION BUREAU
RECRUITMENT LOCATIONS	1322.03 RECRUITMENT AND REFERRAL
* Subsubtotal *	
	2433.09
** Subtotal **	
	3453.59

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COST OF PILOT TEST BY FUNCTION
PART IIA -- ADMINISTRATIVE COSTS
INDEXED BY ITEM TYPE, ITEM GROUP,
AND ITEM

ITEM	ITEM COST CENTER CHARGED COST
** ITEM TYPE: PRINTING	
* ITEM GROUP: APPLICANT SURVEY	
APPLIC SURVEY CARD RUN I	192.00 PLANNING AND RESEARCH
APPLIC SURVEY CARD RUN II	51.00 PLANNING AND RESEARCH
* Subsubtotal *	243.00
* ITEM GROUP: EXAM DATE	
EVALUATION SHEET	58.00 EXAMINATION BUREAU
EXAM BOOKLET	1926.50 EXAMINATION BUREAU
FORMS	150.00 EXAMINATION BUREAU
* Subsubtotal *	2134.50
* ITEM GROUP: NOTICE TO APPEAR	
FORMS	246.50 EXAMINATION BUREAU
* Subsubtotal *	246.50
* ITEM GROUP: POSTER	
ANNOUNCEMENT POSTER	982.00 INFORMATION SERVICES
APPLICATION FLYER	850.00 TECHNICAL SERVICES
ANNOUNCEMENT BROCHURE	2615.00 EXECUTIVE
* Subsubtotal *	4447.00
** Subtotal **	7071.00
*** Total ***	19462.32

[illegible]

COST OF PILOT TEST BY FUNCTION
PART IIB -- ADMINISTRATIVE COSTS
INDEXED BY FUNCTION, ITEM TYPE,
AND ITEM GROUP

ITEM:	ITEM COST COST CENTER CHARGED
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** FUNCTION: APPLICANT LIT

* ITEM TYPE: POSTAGE	
POSTER LOCATIONS	1111.06 EXAMINATION BUREAU
RECRUITMENT LOCATIONS	1322.03 RECRUITMENT AND REFERRAL
* Subsubtotal *	2433.09

* ITEM TYPE: PRINTING	
ANNOUNCEMENT BROCHURE	2615.00 EXECUTIVE
ANNOUNCEMENT POSTER	982.00 INFORMATION SERVICES
APPLICATION FLYER	850.00 TECHNICAL SERVICES
* Subsubtotal *	4447.00

** Subtotal **	6880.09
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** FUNCTION: EVALUATION

* ITEM TYPE: POSTAGE	
MAIL APPLIC SURVEY CARD	237.50 STATE SERVICES
* Subsubtotal *	237.50

* ITEM TYPE: PRINTING	
APPLIC SURVEY CARD RUN I	192.00 PLANNING AND RESEARCH
APPLIC SURVEY CARD RUN II	51.00 PLANNING AND RESEARCH
EVALUATION SHEET	58.00 EXAMINATION BUREAU
* Subsubtotal *	301.00

** Subtotal **	538.50
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COST OF PILOT TEST BY FUNCTION
PART IIB -- ADMINISTRATIVE COSTS
INDEXED BY FUNCTION, ITEM TYPE,
AND ITEM GROUP

ITEM:	ITEM COST	COST CENTER	CHARGED
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** FUNCTION: EXAMINATION

* ITEM TYPE: ADMIN COSTS

MONITORS EXAMINATION	6073.73	EXAMINATION BUREAU
MONITORS MILEAGE	110.00	EXAMINATION BUREAU
MONITORS PRETEST	54.00	EXAMINATION BUREAU
SITE COSTS PER AVG COST	1200.00	EXAMINATION BUREAU
CONSULTANT CONTRACT	1500.00	SELECTION BUREAU
* Subsubtotal *	8937.73	

* ITEM TYPE: POSTAGE

MAIL MONITOR ASSIGNMENTS	198.00	EXAMINATION BUREAU
MAIL NOTICE TO APPEAR	585.00	EXAMINATION BUREAU
* Subsubtotal *	783.00	

* ITEM TYPE: PRINTING

EXAM BOOKLET	1926.50	EXAMINATION BUREAU
FORMS	150.00	EXAMINATION BUREAU
FORMS	246.50	EXAMINATION BUREAU
* Subsubtotal *	2323.00	

** Subtotal **

12043.73

*** Total ***

19462.32

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II THE NEGOTIATING COMPANY

NEW EXAMINATION PILOT PROGRAM
RETURNED CERTIFICATIONS

CERT NO	POSITION NAME	RETURN DATE	ACERT DATE	ARETURN DATE	BRETURN DATE	CCERT DATE	CRETURN DATE	# OF AUDIT VACY DATE	# OF T1 T2 T3 SPEC VAC PA PB PC
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DEPT ABC

2003789	ACCOUNTANT II	05/09/90	08/01/90	09/13/90	10/04/90	/	/	1 11/05/90	0 0 0 0 1 0 0 0
2003512	ACCOUNTANT III	10/11/90	/	/	/	/	/	1 10/16/90	1 1 0 0 0 0 0 0
Subtotal **									

DEPT AGR

2004079	ACCOUNTANT III	05/22/90	/	/	/	/	/	1 06/05/90	1 1 0 0 0 0 0 0
Subtotal **									

DEPT BSB

2003951	ACCOUNTANT III	06/26/90	/	/	/	/	/	1 07/12/90	1 1 0 0 0 0 0 0
Subtotal **									

DEPT CHE

2004096	ACCOUNTANT I	05/17/90	06/22/90	08/28/90	09/24/90	/	/	1 11/13/90	0 0 0 0 0 0 1 0
2003790	ACCOUNTANT II	05/17/90	06/22/90	08/02/90	/	/	/	1 08/23/90	0 0 0 0 1 0 0 0
2003854	ACCOUNTANT III	05/21/90	/	/	/	/	/	1 06/08/90	1 1 0 0 0 0 0 0
2003855	ACCOUNTANT III	05/21/90	07/17/90	08/17/90	/	/	/	1 08/23/90	0 0 0 0 1 0 0 0
2003903	ASST. INSTITUTION TREASURER	05/21/90	/	/	/	/	/	1 06/05/90	1 0 1 0 0 0 0 0
Subtotal **									

DEPT DCP

2003858	ACCOUNTANT I	09/05/90	09/20/90	12/24/90	/	/	/	3 /	0 0 0 0 0 0 0 0
2003859	ACCOUNTANT I	07/18/90	/	/	/	/	/	2 08/02/90	0 0 0 0 2 0 0 0
2003877	ACCOUNTANT II	09/05/90	09/20/90	12/24/90	/	/	/	3 /	0 0 0 0 0 0 0 0
2003878	ACCOUNTANT II	09/05/90	09/20/90	12/24/90	/	/	/	2 /	0 0 0 0 0 0 0 0
2003879	ACCOUNTANT II	07/18/90	/	/	/	/	/	2 08/02/90	0 0 0 0 2 0 0 0

THE HUGO WILFORD COMPANY

NEW EXAMINATION PILOT PROGRAM
RETURNED CERTIFICATIONS

CERT NO	POSITION NAME	RETURN DATE	ACERT DATE	ARETURN DATE	BRETURN DATE	CCERT DATE	CRETURN DATE	# OF AUDIT VACY DATE	# OF T1 T2 T3 SPEC	AREA	VAC PA PB PC
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2003891	ACCOUNTANT III	10/01/90	/	/	/	/	/	4	10/02/90	0	0	0	0	4	0	0	0
2003892	ACCOUNTANT III	09/05/90	/	/	/	/	/	2	09/07/90	2	0	2	0	0	0	0	0
2003846	ACCOUNTANT IV	07/18/90	/	/	/	/	/	3	08/08/90	0	0	0	0	3	0	0	0
2003865	ACCOUNTANT V	09/05/90	/	/	/	/	/	1	09/07/90	1	1	0	0	0	0	0	0

22 3 1 2 0 11 0 0 0

** DEPT DEM
2003792 ACCOUNTANT II
06/01/90 / / / / / / / / 1 06/20/90 1 0 1 0 0 0 0 0 0
** Subtotal ** 1 1 0 1 0 0 0 0 0

** DEPT DES
2003814 ACCOUNTANT II 09/20/90 / / / / / / / / 2 09/24/90 0 0 0 0 2 0 0 0
2003815 ACCOUNTANT III 09/20/90 / / / / / / / / 4 / / 0 0 0 0 0 0 0 0
2003816 ACCOUNTANT III 09/20/90 / / / / / / / / 1 12/11/90 0 0 0 0 0 0 1 0
2004288 ACCOUNTANT III 09/25/90 / / / / / / / / 1 / / 0 0 0 0 0 0 0 0
2003817 ACCOUNTANT IV 09/25/90 / / / / / / / / 2 11/16/90 1 0 1 0 1 0 0 0
2003818 ACCOUNTANT V 09/25/90 / / / / / / / / 2 09/26/90 2 2 0 0 0 0 0 0
2003819 ACCOUNTANT V 09/20/90 / / / / / / / / 1 09/24/90 0 0 0 0 1 0 0 0
** Subtotal ** 13 3 2 1 0 4 0 1 0

** DEPT DIA
2003966 ACCOUNTANT I 06/13/90 / / / / / / / / 2 06/20/90 1 0 1 0 0 0 1 0
2004170 ACCOUNTANT II 06/13/90 07/02/90 08/30/90 09/24/90 / / / / 1 / / 0 0 0 0 0 0 0 0
2003969 ACCOUNTANT II 06/13/90 / / / / / / / / 1 06/20/90 1 1 0 0 0 0 0 0
2003993 ACCOUNTANT III 06/13/90 / / / / / / / / 1 06/20/90 1 0 1 0 0 0 0 0
2003994 ACCOUNTANT IV 06/13/90 / / / / / / / / 1 07/12/90 1 0 1 0 0 0 0 0

NEW EXAMINATION PILOT PROGRAM
RETURNED CERTIFICATIONS

CERT NO	POSITION NAME	RETURN DATE	ACERT DATE	ARETURN DATE	BRETURN DATE	CCERT DATE	CRETURN DATE	# OF AUDIT VACY DATE	# OF T1 T2 T3 SPEC APTS AREA	VAC PA PB PC
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** Subtotal **

6 4 1 3 0 0 0 1 0

** DEPT DMB

1000429	ACCOUNTANT I	08/02/90	08/13/90	09/26/90	10/03/90	11/08/90	11/30/90	1 12/07/90	0 0 0 0	1 0 0 0
2003623	ACCOUNTANT I	05/04/90	06/07/90	07/27/90	08/13/90	09/20/90	11/01/90	1 11/05/90	0 0 0 0	1 0 0 0
2003848	ACCOUNTANT I	05/04/90	06/07/90	06/28/90	08/07/90	10/03/90	10/23/90	1 / /	0 0 0 0	0 0 0 0
2003860	ACCOUNTANT I	05/23/90	/ /	/ /	/ /	/ /	/ /	1 06/06/90	1 0 1 0	0 0 0 0
2003794	ACCOUNTANT II	06/13/90	07/02/90	07/26/90	08/13/90	09/10/90	10/30/90	1 / /	0 0 0 0	0 0 0 0
2003849	ACCOUNTANT II	03/23/90	/ /	/ /	/ /	/ /	/ /	1 06/05/90	1 1 0 0	0 0 0 0
2004239	ACCOUNTANT II	10/11/90	/ /	/ /	/ /	/ /	/ /	1 10/16/90	0 0 0 0	1 0 0 0
2004354	ACCOUNTANT II	07/16/90	08/08/90	09/17/90	10/03/90	/ /	/ /	1 / /	0 0 0 0	0 0 0 0
2004007	ACCOUNTANT II	05/10/90	/ /	/ /	/ /	/ /	/ /	1 06/04/90	1 1 0 0	0 0 0 0
2004167	ACCOUNTANT II	05/31/90	/ /	/ /	/ /	/ /	/ /	1 06/20/90	1 1 0 0	0 0 0 0
2004171	ACCOUNTANT II	06/15/90	/ /	/ /	/ /	/ /	/ /	1 06/28/90	1 1 0 0	0 0 0 0
2003900	ACCOUNTANT III	03/17/90	06/07/90	09/05/90	10/16/90	/ /	/ /	2 / /	0 0 0 0	0 0 0 0
2004205	ACCOUNTANT III	03/31/90	07/02/90	08/14/90	10/16/90	/ /	/ /	1 / /	0 0 0 0	0 0 0 0
2004240	ACCOUNTANT III	06/13/90	07/02/90	10/11/90	/ /	/ /	/ /	1 10/16/90	0 0 0 0	1 0 0 0
2003782	ACCOUNTANT IV	03/17/90	/ /	/ /	/ /	/ /	/ /	1 06/01/90	1 0 1 0	0 0 0 0
2003806	ACCOUNTANT IV	06/13/90	/ /	/ /	/ /	/ /	/ /	1 06/19/90	1 0 1 0	0 0 0 0
2003783	ACCOUNTANT IV	03/10/90	/ /	/ /	/ /	/ /	/ /	1 08/01/90	1 0 0 1	0 0 0 0
2003864	ACCOUNTANT V	03/10/90	/ /	/ /	/ /	/ /	/ /	1 09/10/90	1 1 0 0	0 0 0 0
2004187	ACCOUNTANT V	10/02/90	/ /	/ /	/ /	/ /	/ /	1 10/16/90	0 0 0 0	1 0 0 0
2003866	ACCOUNTANT V	07/17/90	/ /	/ /	/ /	/ /	/ /	2 08/01/90	2 0 1 1	0 0 0 0
2004059	ASST. INSTITUTION TREASURER	05/10/90	/ /	/ /	/ /	/ /	/ /	1 06/04/90	1 1 0 0	0 0 0 0
2004060	ASST. INSTITUTION TREASURER	06/13/90	07/02/90	08/09/90	09/20/90	/ /	/ /	1 10/16/90	0 0 0 0	0 1 0 0
1000428	INSTITUTION TREASURER II	08/02/90	08/14/90	09/26/90	10/03/90	11/08/90	11/29/90	1 12/07/90	0 0 0 0	0 1 0 0

** Subtotal **

25 12 6 4 2 5 2 0 0

NEW EXAMINATION PILOT PROGRAM
RETURNED CERTIFICATIONS

CERT NO	POSITION NAME	RETURN DATE	ACERT DATE	ARETURN DATE	BRETURN DATE	CCERT DATE	CRETURN DATE	# OF AUDIT VACY DATE	# OF T1 T2 T3 APTS	SPEC VAC PA PB PC AREA
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** DEPT DMR

2003770	ACCOUNTANT I	04/24/90	05/14/90	06/13/90	10/11/90	/	/	1	/	0	0	0	0	0	0	0
2004062	ACCOUNTANT I	06/27/90	09/14/90	12/03/90	/	/	/	3	/	0	0	0	0	0	0	0
2004135	ACCOUNTANT I	05/31/90	07/19/90	08/06/90	08/28/90	/	/	1	12/11/90	0	0	0	0	0	1	0
2004095	ACCOUNTANT I	05/22/90	/	/	/	/	/	1	06/05/90	1	1	0	0	0	0	0
2004122	ACCOUNTANT I	06/08/90	/	/	/	/	/	1	07/11/90	1	1	0	0	0	0	0
2004156	ACCOUNTANT I	06/20/90	/	/	/	/	/	1	08/02/90	1	0	1	0	0	0	0
2003937	ACCOUNTANT II	08/23/90	/	/	/	/	/	1	08/29/90	1	0	1	0	0	0	0
2004157	ACCOUNTANT II	06/13/90	/	/	/	/	/	1	08/31/90	0	0	0	0	0	0	0
2003484	ACCOUNTANT II	10/09/90	/	/	/	/	/	1	10/11/90	1	0	1	0	0	0	0
2003954	ACCOUNTANT II	06/29/90	/	/	/	/	/	1	08/02/90	1	0	1	0	0	0	0
2003936	ACCOUNTANT III	08/23/90	09/24/90	12/12/90	/	/	/	1	/	0	0	0	0	0	0	0
2004158	ACCOUNTANT III	06/03/90	07/17/90	09/19/90	/	/	/	1	10/01/90	1	1	0	0	0	0	0
2003890	ACCOUNTANT III	07/26/90	/	/	/	/	/	1	08/08/90	0	0	0	0	0	0	0
2003851	ACCOUNTANT V	07/20/90	/	/	/	/	/	1	08/02/90	1	0	1	0	0	0	0
2003868	ASST. INSTITUTION TREASURER	05/11/90	09/24/90	10/29/90	/	/	/	1	11/02/90	0	0	0	0	0	0	0

** Subtotal **

17 8 3 5 0 0 1 0 0

** DEPT DOC

2003765	ACCOUNTANT I	12/07/90	/	/	/	/	/	1	12/28/90	1	1	0	0	0	0	0
2004051	ACCOUNTANT I	05/09/90	08/02/90	08/21/90	09/10/90	10/04/90	10/24/90	1	11/02/90	0	0	0	0	0	1	0
2003788	ACCOUNTANT I	05/18/90	/	/	/	/	/	1	05/24/90	1	0	1	0	0	0	0
2003831	ACCOUNTANT I	05/14/90	/	/	/	/	/	1	05/24/90	1	0	1	0	0	0	0
2003766	ACCOUNTANT I	05/03/90	/	/	/	/	/	1	07/27/90	1	0	1	0	0	0	0
2003768	ACCOUNTANT I	05/01/90	/	/	/	/	/	1	07/27/90	1	0	1	0	0	0	0
2003784	ACCOUNTANT II	06/07/90	07/25/90	08/09/90	/	/	/	1	08/23/90	0	0	0	0	1	0	0
2003773	ACCOUNTANT III	12/12/90	/	/	/	/	/	2	/	0	0	0	0	0	0	0
2003774	ACCOUNTANT III	12/12/90	/	/	/	/	/	1	/	0	0	0	0	0	0	0
2003798	ACCOUNTANT III	05/15/90	06/05/90	06/29/90	/	/	/	2	07/19/90	2	0	1	1	0	0	0
2003963	ACCOUNTANT IV	05/18/90	06/05/90	12/12/90	/	/	/	1	/	0	0	0	0	0	0	0

THE DIRECTOR GENERAL

NEW EXAMINATION PILOT PROGRAM
RETURNED CERTIFICATIONS

CERT NO	POSITION NAME	RETURN DATE	ACERT DATE	ARETURN DATE	BRETURN DATE	CCERT DATE	CRETURN DATE	# OF AUDIT VACY DATE	# OF T1 T2 T3 SPEC VAC PA PB PC
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2003840	ACCOUNTANT IV	05/13/90	/	/	/	/	/	1 05/21/90	1 0 1 0 0 0 0 0
2004056	ASST. INSTITUTION TREASURER	05/10/90	08/02/90	08/27/90	/	/	/	1 08/31/90	1 0 0 1 0 0 0 0
2004071	ASST. INSTITUTION TREASURER	05/10/90	08/02/90	09/14/90	09/20/90	/	/	1 12/28/90	0 0 0 0 0 1 0 0
2004072	ASST. INSTITUTION TREASURER	12/07/90	/	/	/	/	/	1 12/28/90	1 0 1 0 0 0 0 0
2004077	ASST. INSTITUTION TREASURER	05/14/90	06/05/90	06/26/90	07/24/90	09/10/90	12/07/90	1 12/28/90	0 0 0 0 0 1 0 0
2004086	ASST. INSTITUTION TREASURER	05/24/90	06/22/90	12/07/90	/	/	/	2 /	0 0 0 0 0 0 0 0
2004056	ASST. INSTITUTION TREASURER	08/31/90	09/13/90	12/07/90	/	/	/	1 12/28/90	1 1 0 0 0 0 0 0
2004183	ASST. INSTITUTION TREASURER	06/14/90	/	/	/	/	/	1 06/20/90	1 0 1 0 0 0 0 0
2004057	ASST. INSTITUTION TREASURER	05/09/90	/	/	/	/	/	1 07/27/90	1 0 1 0 0 0 0 0
2003933	AUDITOR III	06/07/90	/	/	/	/	/	1 06/21/90	1 0 1 0 0 0 0 0
2004206	BUDGET EXAMINER II	07/24/90	08/28/90	10/19/90	11/08/90	/	/	1 12/28/90	0 0 0 0 1 0 0 0
2004053	INSTITUTION TREASURER II	05/09/90	06/02/90	08/21/90	09/10/90	10/04/90	10/24/90	1 11/02/90	0 0 0 0 0 1 0 0
2004069	INSTITUTION TREASURER II	05/18/90	06/05/90	07/03/90	07/24/90	09/20/90	10/16/90	1 11/02/90	0 0 0 0 0 1 0 0
2004054	INSTITUTION TREASURER II	05/18/90	/	/	/	/	/	1 05/30/90	1 0 1 0 0 0 0 0

28 15 2 11 2 2 5 0 0

DEPT DOE

2003731	ACCOUNTANT I	07/03/90	08/07/90	08/23/90	09/10/90	/	/	1 /	0 0 0 0 0 0 0 0
2003973	ACCOUNTANT II	07/03/90	06/08/90	07/02/90	09/24/90	/	/	2 11/13/90	0 0 0 0 1 1 0 0
2003967	ACCOUNTANT III	07/03/90	/	/	/	/	/	1 08/02/90	1 0 1 0 0 0 0 0
2003968	ACCOUNTANT III	07/03/90	/	/	/	/	/	2 08/01/90	2 0 2 0 0 0 0 0
2003972	AUDITOR II	07/03/90	09/24/90	10/16/90	/	/	/	1 11/05/90	0 0 0 0 1 0 0 0

7 3 0 3 0 2 1 0 0

DEPT DOI

2004231	ACCOUNTANT V	06/08/90	/	/	/	/	/	1 08/22/90	0 0 0 0 1 0 0 0
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1 0 0 0 0 1 0 0 0

THE HISTORY OF THE

NEW EXAMINATION PILOT PROGRAM
RETURNED CERTIFICATIONS

CERT NO	POSITION NAME	RETURN DATE	ACERT DATE	ARETURN DATE	BRETURN DATE	CCERT DATE	CRETURN DATE	# OF AUDIT VACY DATE	# OF T1 T2 T3 SPEC VAC PA PB PC
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DEPT DOR

2003786	ACCOUNTANT I	12/06/90	/	/	/	/	/	4 12/10/90	4 4 0 0 0 0 0 0 0 0
2003805	ACCOUNTANT, BUR OF ACC, DOR II	12/06/90	/	/	/	/	/	28 12/28/90	26 11 14 1 2 0 0 0 0
2003808	ACCOUNTANT, BUR OF ACC, DOR III	11/27/90	/	/	/	/	/	7 12/10/90	7 7 0 0 0 0 0 0 0 0
2003809	ACCOUNTANT, BUR OF ACC, DOR IV	08/29/90	/	/	/	/	/	3 09/07/90	0 0 0 0 0 3 0 0 0 0
2003810	ACCOUNTANT, BUR OF ACC, DOR V	08/29/90	/	/	/	/	/	2 09/07/90	0 0 0 0 0 2 0 0 0 0
2003852	AUDITOR III	12/06/90	/	/	/	/	/	1 12/10/90	1 1 0 0 0 0 0 0 0 0

45 38 23 14 1 7 0 0 0 0

DEPT DPA

2004165	ACCOUNTANT V	05/23/90	/	/	/	/	/	1 05/23/90	1 0 1 0 0 0 0 0 0 0
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Subtotal

1 1 0 1 0 0 0 0 0 0

DEPT DPH

2003830	ACCOUNTANT I	04/30/90	/	/	/	/	/	1 06/13/90	1 1 0 0 0 0 0 0 0 0
2003833	ACCOUNTANT I	11/08/90	/	/	/	/	/	3 11/09/90	3 3 0 0 0 0 0 0 0 0
2003836	ACCOUNTANT I	05/11/90	06/08/90	06/29/90	08/08/90	/	/	1 12/28/90	0 0 0 0 0 1 0 0 0 0
2004020	ACCOUNTANT I	06/21/90	/	/	/	/	/	1 08/02/90	1 1 0 0 0 0 0 0 0 0
2003835	ACCOUNTANT I	05/11/90	/	/	/	/	/	1 06/04/90	1 1 0 0 0 0 0 0 0 0
2003842	ACCOUNTANT II	11/08/90	/	/	/	/	/	2 11/09/90	2 2 0 0 0 0 0 0 0 0
2003843	ACCOUNTANT II	04/27/90	06/08/90	11/02/90	/	/	/	2 11/02/90	0 0 0 0 0 2 0 0 0 0
2003838	ACCOUNTANT III	11/08/90	/	/	/	/	/	3 /	0 0 0 0 0 0 0 0 0 0
2003853	ACCOUNTANT III	09/14/90	/	/	/	/	/	1 10/02/90	1 1 0 0 0 0 0 0 0 0
2004204	ACCOUNTANT IV	06/25/90	/	/	/	/	/	1 08/02/90	1 1 0 0 0 0 0 0 0 0
2003825	ACCOUNTANT V	04/30/90	/	/	/	/	/	1 06/06/90	0 0 0 0 0 1 0 0 0 0
2003850	ACCOUNTANT V	07/19/90	/	/	/	/	/	1 09/17/90	1 0 1 0 0 0 0 0 0 0
2004179	ASST. INSTITUTION TREASURER	05/30/90	07/10/90	07/30/90	08/28/90	/	/	1 /	0 0 0 0 0 0 0 0 0 0
2004184	BUDGET EXAMINER II	12/06/90	/	/	/	/	/	1 12/10/90	1 1 0 0 0 0 0 0 0 0

NEW EXAMINATION PILOT PROGRAM
RETURNED CERTIFICATIONS

CERT NO	POSITION NAME	RETURN DATE	ACERT DATE	ARETURN DATE	BRETURN DATE	CCERT DATE	CRETURN DATE	# OF AUDIT VACY DATE	# OF T1 T2 T3 SPEC VAC PA PB PC
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** Subtotal **

20 12 11 1 0 4 0 0 0

** DEPT DPU

2003889	ACCOUNTANT III	12/04/90	/	/	/	/	/	1 12/17/90	0 0 0 0 1 0 0 0
2003862	ACCOUNTANT IV	08/03/90	/	/	/	/	/	1 08/23/90	0 0 0 0 1 0 0 0
2003863	ACCOUNTANT V	08/03/90	/	/	/	/	/	2 08/23/90	1 0 1 0 1 0 0 0

** Subtotal **

4 1 0 1 0 3 0 0 0

** DEPT DPM

2004042	ACCOUNTANT I	07/02/90	/	/	/	/	/	1 07/09/90	1 0 1 0 0 0 0 0
2004061	ACCOUNTANT I	06/03/90	/	/	/	/	/	1 06/21/90	1 0 1 0 0 0 0 0
2004044	ACCOUNTANT II	07/12/90	09/10/90	12/17/90	/	/	/	6 / /	0 0 0 0 0 0 0 0
2004045	ACCOUNTANT II	07/02/90	07/13/90	09/10/90	09/10/90	/	/	1 / /	0 0 0 0 0 0 0 0
2004038	ACCOUNTANT III	09/12/90	/	/	/	/	/	1 09/14/90	0 0 0 0 0 0 0 0
2004047	ACCOUNTANT III	09/12/90	/	/	/	/	/	1 09/14/90	0 0 0 0 0 0 0 0
2004032	AUDITOR II	06/29/90	09/10/90	12/05/90	/	/	/	4 / /	0 0 0 0 0 0 0 0
2004046	AUDITOR II	06/29/90	/	/	/	/	/	2 07/09/90	2 1 1 0 0 0 0 0
2004039	BUDGET EXAMINER II	06/21/90	/	/	/	/	/	1 07/09/90	1 1 0 0 0 0 0 0
2003008	BUDGET EXAMINER II	08/07/90	/	/	/	/	/	1 08/09/90	1 1 0 0 0 0 0 0

** Subtotal **

19 7 4 3 0 1 0 0 0

** DEPT DSS

2003964	ACCOUNTANT I	08/07/90	/	/	/	/	/	4 08/23/90	0 0 0 0 4 0 0 0
2003970	ACCOUNTANT II	08/07/90	/	/	/	/	/	2 09/27/90	2 2 0 0 0 0 0 0
2003955	ACCOUNTANT III	08/07/90	/	/	/	/	/	1 08/23/90	0 0 0 0 1 0 0 0
2003956	ACCOUNTANT III	08/07/90	/	/	/	/	/	1 08/23/90	0 0 0 0 1 0 0 0
2003934	AUDITOR III	08/07/90	/	/	/	/	/	1 08/23/90	0 0 0 0 1 0 0 0
2003931	BUDGET EXAMINER II	08/07/90	/	/	/	/	/	1 08/23/90	0 0 0 0 1 0 0 0

THE HINGO/MILLITARY COMPANY

NEW EXAMINATION PILOT PROGRAM
RETURNED CERTIFICATIONS

CERT NO	POSITION NAME	RETURN DATE	ACERT DATE	ARETURN DATE	BRETURN DATE	CCERT DATE	CRETURN DATE	# OF AUDIT VACY DATE	# OF T1 T2 T3 SPEC VAC PA PB PC
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2003932	BUDGET EXAMINER III	08/07/90	/	/	/	/	/	1 08/23/90	0 0 0 0 1 0 0 0
** Subtotal **								11	2 2 0 0 9 0 0 0

2003802	ACCOUNTANT III	03/31/90	07/10/90	08/22/90	/	/	/	1 08/31/90	0 0 0 0 1 0 0 0
2003801	ACCOUNTANT III	03/31/90	/	/	/	/	/	1 06/21/90	1 1 0 0 0 0 0 0
** Subtotal **								2	1 1 0 0 1 0 0 0

2003935	ACCOUNTANT II	07/16/90	09/24/90	11/09/90	/	/	/	1 11/13/90	1 0 0 1 0 0 0 0
2003765	ACCOUNTANT III	03/01/90	/	/	/	/	/	1 07/27/90	1 1 0 0 0 0 0 0
2004078	ACCOUNTANT V	03/16/90	/	/	/	/	/	1 03/24/90	1 1 0 0 0 0 0 0
** Subtotal **								3	3 2 0 1 0 0 0 0

2004034	ACCOUNTANT I	03/11/90	07/30/90	08/22/90	09/10/90	/	/	1 /	0 0 0 0 0 0 0 0
2004036	ACCOUNTANT I	06/06/90	07/10/90	09/17/90	10/03/90	/	/	1 11/02/90	0 0 0 0 1 0 0 0
2004037	ACCOUNTANT I	12/07/90	/	/	/	/	/	1 12/12/90	0 0 0 0 1 0 0 0
2004035	ACCOUNTANT I	05/14/90	/	/	/	/	/	1 03/30/90	0 0 0 0 1 0 0 0
2003882	ACCOUNTANT III	11/28/90	/	/	/	/	/	13 /	0 0 0 0 0 0 0 0
2003885	ACCOUNTANT III	12/07/90	/	/	/	/	/	1 12/11/90	0 0 0 0 1 0 0 0
2003888	ACCOUNTANT III	05/08/90	07/31/90	08/22/90	/	/	/	2 08/29/90	1 1 0 0 1 0 0 0
2003883	ACCOUNTANT III	05/08/90	/	/	/	/	/	1 07/27/90	1 0 1 0 0 0 0 0
2003886	ACCOUNTANT III	05/07/90	/	/	/	/	/	1 07/24/90	0 0 0 0 1 0 0 0
2003867	ACCOUNTANT V	09/18/90	/	/	/	/	/	3 /	0 0 0 0 0 0 0 0
2003992	AUDITOR III	11/15/90	/	/	/	/	/	2 12/11/90	1 0 0 1 1 0 0 0
2003957	AUDITOR IV	09/18/90	/	/	/	/	/	2 10/23/90	2 2 0 0 0 0 0 0

THE HIGG/MILITARY INDUSTRY

NEW EXAMINATION PILOT PROGRAM
RETURNED CERTIFICATIONS

CERT NO	POSITION NAME	RETURN DATE	ACERT DATE	ARETURN DATE	BRETURN DATE	CCERT DATE	CRETURN DATE	# OF AUDIT VACY DATE	# OF T1 T2 T3 APTS	SPEC VAC PA PB PC AREA
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Subtotal

29 5 3 1 1 7 0 0 0

DEPT FWE

2004604	ACCOUNTANT IV	07/31/90	09/24/90	10/01/90	/	/	/	1 10/02/90	0 0 0 0	1 0 0 0
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Subtotal

1 0 0 0 0 1 0 0 0

DEPT GIC

2003621	ACCOUNTANT I	05/23/90	/	/	/	/	/	1 07/11/90	1 0 1 0	0 0 0 0
2003674	ACCOUNTANT II	/	/	/	/	/	/	5 /	0 0 0 0	0 0 0 0
2003675	ACCOUNTANT III	/	/	/	/	/	/	2 /	0 0 0 0	0 0 0 0
2003780	ACCOUNTANT V	/	/	/	/	/	/	2 /	0 0 0 0	0 0 0 0

Subtotal

10 1 0 1 0 0 0 0 0

DEPT HLY

2004917	ACCOUNTANT III	07/26/90	/	/	/	/	/	1 08/23/90	1 0 1 0	0 0 0 0
2005257	ASST. INSTITUTION TREASURER	09/10/90	/	/	/	/	/	1 09/14/90	1 0 1 0	0 0 0 0
2004180	ASST. INSTITUTION TREASURER	06/04/90	/	/	/	/	/	1 06/29/90	1 0 1 0	0 0 0 0
2004764	INSTITUTION TREASURER II	07/26/90	/	/	/	/	/	1 08/23/90	1 1 0 0	0 0 0 0

Subtotal

4 4 1 3 0 0 0 0 0

DEPT MCB

2003824	ACCOUNTANT II	07/05/90	/	/	/	/	/	1 07/16/90	1 1 0 0	0 0 0 0
2003777	ACCOUNTANT III	12/04/90	/	/	/	/	/	2 12/07/90	0 0 0 0	2 0 0 0
2003781	ACCOUNTANT IV	12/03/90	/	/	/	/	/	2 /	0 0 0 0	0 0 0 0
2003772	ACCOUNTANT V	12/03/90	/	/	/	/	/	1 /	0 0 0 0	0 0 0 0

THE HISTORY OF THE

NEW EXAMINATION PILOT PROGRAM
RETURNED CERTIFICATIONS

CERT NO	POSITION NAME	RETURN DATE	ACERT DATE	ARETURN DATE	BRETURN DATE	CCERT DATE	CRETURN DATE	# OF AUDIT VACY DATE	# OF T1 T2 T3 SPEC	VAC PA PD PC

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II III INGO/AMITNOT 100100

NEW EXAMINATION PILOT PROGRAM
RETURNED CERTIFICATIONS

CERT NO	POSITION NAME	RETURN DATE	ACERT DATE	ARETURN DATE	BRETURN DATE	CCERT DATE	CRETURN DATE	# OF AUDIT VACT DATE	# OF T1 T2 T3 SPEC VAC PA PB PC
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*** Subtotal ***

3 2 2 0 0 1 0 0 0

*** DEPT RSC

1000350	AUDITOR II	05/09/90	06/25/90	07/11/90	08/01/90	/ /	/ /	2 / /	0 0 0 0
2003981	AUDITOR II	05/11/90	06/19/90	07/11/90	/ /	/ /	/ /	4 11/05/90	4 0 3 1 72
2003989	AUDITOR II	05/11/90	06/19/90	12/06/90	/ /	/ /	/ /	10 / /	0 0 0 0 72
2004552	AUDITOR II	07/05/90	/ /	/ /	/ /	/ /	/ /	2 / /	0 0 0 0
2004553	AUDITOR II	07/05/90	08/01/90	09/12/90	10/04/90	/ /	/ /	3 / /	0 0 0 0 72
2003980	AUDITOR II	05/09/90	/ /	/ /	/ /	/ /	/ /	1 05/23/90	1 1 0 0
2003991	AUDITOR II	05/09/90	/ /	/ /	/ /	/ /	/ /	2 05/23/90	0 0 0 0 72
2103986	AUDITOR III	04/18/90	/ /	/ /	/ /	/ /	/ /	1 / /	0 0 0 0 72
2004015	AUDITOR III	05/11/90	06/19/90	09/25/90	/ /	/ /	/ /	21 / /	0 0 0 0 72
2003982	AUDITOR III	05/11/90	/ /	/ /	/ /	/ /	/ /	1 05/23/90	1 0 1 0
2003983	AUDITOR III	05/11/90	/ /	/ /	/ /	/ /	/ /	7 06/21/90	7 0 7 0 72
2004014	AUDITOR III	05/11/90	/ /	/ /	/ /	/ /	/ /	6 05/23/90	6 0 6 0
2004017	AUDITOR III	05/11/90	07/02/90	08/06/90	/ /	/ /	/ /	7 08/16/90	4 0 4 0 72
2005230	AUDITOR IV	10/02/90	/ /	/ /	/ /	/ /	/ /	1 10/16/90	0 0 0 0
2003974	AUDITOR IV	05/09/90	/ /	/ /	/ /	/ /	/ /	1 06/21/90	1 0 1 0
2003975	AUDITOR IV	05/11/90	/ /	/ /	/ /	/ /	/ /	8 / /	0 0 0 0 73
2003977	AUDITOR IV	05/09/90	/ /	/ /	/ /	/ /	/ /	1 05/23/90	1 0 1 0
2003978	AUDITOR IV	05/09/90	/ /	/ /	/ /	/ /	/ /	1 05/23/90	1 1 0 0
2003979	AUDITOR IV	05/09/90	/ /	/ /	/ /	/ /	/ /	6 06/21/90	6 3 3 0 73

*** Subtotal ***

85 32 5 26 1 5 0 1 0

*** DEPT TRB

2004133	ACCOUNTANT II	06/19/90	/ /	/ /	/ /	/ /	/ /	1 06/28/90	1 1 0 0
2004132	ACCOUNTANT III	06/19/90	07/17/90	08/31/90	09/13/90	/ /	/ /	2 10/16/90	0 0 0 0
2004134	ACCOUNTANT V	06/19/90	/ /	/ /	/ /	/ /	/ /	1 07/11/90	1 0 1 0

NEW EXAMINATION PILOT PROGRAM
RETURNED CERTIFICATIONS

CERT NO	POSITION NAME	RETURN DATE	ACERT DATE	ARETURN DATE	BRETURN DATE	CCERT DATE	CRETURN DATE	# OF AUDIT VACY DATE	# OF T1 T2 T3 SPEC VAC PA PB PC
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**** Subtotal ****

DEPT VEL

2003893	ACCOUNTANT I	12/10/90	/	/	/	/	/	4 12/28/90	0 0 0 0 4 0 0 0
2003894	ACCOUNTANT II	12/31/90	/	/	/	/	/	2 / /	0 0 0 0 0 0 0 0
2003896	ACCOUNTANT II	12/31/90	/	/	/	/	/	2 / /	0 0 0 0 0 0 0 0
2003938	ACCOUNTANT III	12/31/90	/	/	/	/	/	10 / /	0 0 0 0 0 0 0 0
2003939	ACCOUNTANT III	12/31/90	/	/	/	/	/	1 / /	0 0 0 0 0 0 0 0
2003960	ACCOUNTANT III	12/31/90	/	/	/	/	/	9 / /	0 0 0 0 0 0 0 0
2003962	ACCOUNTANT III	12/31/90	/	/	/	/	/	2 / /	0 0 0 0 0 0 0 0
2003897	ACCOUNTANT IV	10/02/90	/	/	/	/	/	1 10/10/90	1 1 0 0 0 0 0 0
2003953	ACCOUNTANT IV	12/31/90	/	/	/	/	/	1 / /	0 0 0 0 0 0 0 0
2003898	ACCOUNTANT V	10/02/90	/	/	/	/	/	1 10/11/90	1 1 0 0 0 0 0 0
2004172	ACCOUNTANT V	10/02/90	/	/	/	/	/	1 10/10/90	1 1 0 0 0 0 0 0
2003928	AUDITOR I	12/31/90	/	/	/	/	/	2 / /	0 0 0 0 0 0 0 0
2003870	AUDITOR III	12/10/90	/	/	/	/	/	2 12/28/90	0 0 0 0 2 0 0 0
2003869	BUDGET EXAMINER I	12/31/90	/	/	/	/	/	2 / /	0 0 0 0 0 0 0 0
2004186	BUDGET EXAMINER I	12/31/90	/	/	/	/	/	1 / /	0 0 0 0 0 0 0 0

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The Commonwealth of Massachusetts

Department of Personnel Administration

One Ashburton Place, Boston, Ma. 02108

MICHAEL S. DUKAKIS
GOVERNOR

DAVID A. HALEY
PERSONNEL ADMINISTRATOR

November 7, 1990

The Honorable Michael J. Connolly
Secretary of the Commonwealth of Massachusetts
State House, Room 337
Boston, Massachusetts 02133

Dear Secretary Connolly:

In compliance with Section 33 of Chapter 30 of the General Laws, attached herein is legislation submitted for filing by the Department of Personnel Administration.

In further compliance with the above section, I am pleased to submit the attached summaries of the provisions of this legislation.

Sincerely,

A handwritten signature in cursive script, reading "David A. Haley".

David A. Haley
Personnel Administrator

DAH:el
Attachments

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LEGISLATIVE RECOMMENDATIONS
OF THE
DEPARTMENT OF PERSONNEL ADMINISTRATION

1. AN ACT RELATIVE TO MUNICIPAL CIVIL SERVICE POSITIONS.

The Department of Personnel Administration proposes that all municipal non-public safety positions be exempt from the provisions of G.L. c.31.

2. AN ACT RELATIVE TO MUNICIPAL PUBLIC SAFETY POSITIONS.

The Department of Personnel Administration proposes that the local aid formula be adjusted to charge municipalities per civil service public safety employee with the funds going to support the Department of Personnel Administration.

3. AN ACT RELATIVE TO THE ELIMINATION OF THE GENERAL SALARY SCHEDULE.

This bill would remove the archaic and out-of-date general salary scale which appears at G.L. c.30, §46.

4. AN ACT RELATIVE TO AFFIRMATIVE ACTION RULE.

It is the position of the Department of Personnel Administration that c.31, §3(d) as now written supports the promulgation of Personnel Administration Rule 10, which allows an affirmative action mechanism, where appropriate, in the certification process. This amendment clarifies that position.

5. AN ACT RELATIVE TO UNASSEMBLED EXAMINATIONS.

Unassembled examinations are those where an individual receives a rating or score based on his or her education, work experience, and possession of certain licenses, without requiring a written examination. It is currently limited to a few professional titles. This amendment would allow this procedure to be used for many more professional positions and would allow the examinations to be given on a continuous basis. The result would be faster, more efficient processing and elimination of the need for provisionals.

6. AN ACT ESTABLISHING WALK-IN EXAMINATION CENTERS.

The regional testing center walk-in examination concept will allow interested and qualified applicants for clerical and paraprofessional positions to directly access vacant positions without the current time-consuming process while maintaining a preference for veterans for entry-level jobs and DPA oversight.

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7. AN ACT RELATIVE TO THE LABOR SERVICE.

We are proposing a number of changes to the sections of Chapter 31 dealing with the Labor Service which should make the process more responsive to the needs of appointing authorities while maintaining oversight by the Department of Personnel Administration.

Section 28. This section as proposed would apply only to cities and towns and brings the time a name remains on a list down from five years to two years with the renewal period also changed from five years to two years. The amended section also eliminates the reference to "young and vigorous persons" in the current statute which may be in conflict with the federal Age Discrimination in Employment Act. Finally, cities and towns may opt to follow the labor service lottery provisions of Section 28A.

Section 28A. This is a new section which establishes a two-year lottery system for state labor service positions. Cities and towns may elect to adopt this section as opposed to Section 28. A two-year lottery system should provide a more equitable and responsive labor service system while maintaining DPA oversight.

Section 29. This section is amended to allow all civil service labor service employees the opportunity to compete for promotional opportunities in the labor service. The current law restricts this to permanent employees.

Section 30. This section is amended to allow all civil service labor service employees the opportunity to compete for the lowest title in the official service on a promotional basis. The current law restricts this to permanent employees.

8. AN ACT REMOVING THE LABOR SERVICE FROM CIVIL SERVICE.

This Act would remove the Labor Service from Chapter 31 because Labor Service appointments are not merit based and therefore not appropriately part of a merit system.

9. AN ACT RELATIVE TO APPEALS OF UNAUTHORIZED LEAVES OF ABSENCE.

This bill would delete Section 38 of G.L. Chapter 31 which provides a limited and essentially meaningless appeal to the Personnel Administrator by persons who are terminated from civil service positions relative to unauthorized leaves of absence. Deletion of the section allows such persons a more meaningful appeal to the Civil Service Commission.

The Board has the honor to acknowledge the receipt of your letter of the 10th inst. in relation to the above matter.

The Board has also the honor to acknowledge the receipt of your letter of the 11th inst. in relation to the above matter.

The Board has the honor to acknowledge the receipt of your letter of the 12th inst. in relation to the above matter.

The Board has the honor to acknowledge the receipt of your letter of the 13th inst. in relation to the above matter.

The Board has the honor to acknowledge the receipt of your letter of the 14th inst. in relation to the above matter.

The Board has the honor to acknowledge the receipt of your letter of the 15th inst. in relation to the above matter.

The Board has the honor to acknowledge the receipt of your letter of the 16th inst. in relation to the above matter.

The Board has the honor to acknowledge the receipt of your letter of the 17th inst. in relation to the above matter.

10. AN ACT RELATIVE TO CERTAIN MANAGERS.

Currently only Managers V-XII are exempt from Chapter 31. This bill would amend G.L. c.30, §46E to also exempt Managers I-IV so that all managers are on a consistent basis.

11. AN ACT RELATIVE TO MUNICIPAL PERFORMANCE EVALUATIONS SYSTEMS.

This bill allows the Personnel Administrator to delegate his authority to develop performance evaluations systems to municipalities provided that the municipalities comply with all of the provisions of G.L. Chapter 31, Section 6A.

12. AN ACT RELATIVE TO PERMANENT AND TEMPORARY EMPLOYEES.

Although the 01 and 02 payroll subsidiary account distinctions for permanent and temporary positions have been eliminated, the distinction between permanent and temporary state employees remains, creating real inequities amongst otherwise similarly situated employees. This amendment would eliminate that distinction except for those who are in truly temporary positions, i.e., funded for less than twelve months or back-filling temporarily behind another employee.

13. AN ACT RELATIVE TO PROHIBITED CIVIL SERVICE PRACTICES.

This bill updates and expands the criminal penalties for persons who wilfully obstruct or cheat in any manner in regard to civil service examinations and appointments.

14. AN ACT RELATIVE TO CERTAIN PROVISIONAL EMPLOYEES.

This bill would allow persons lawfully appointed to provisional clerical positions for at least a year who have passed a civil service examination for that title or a higher title in that series to gain civil service status in that position.

15. AN ACT RELATIVE TO PROVISIONAL EMPLOYEES.

This bill addresses the considerable provisional population and gives lawfully appointed provisional employees the opportunity to take promotional examinations after two years of service. The bill also proposes monetary penalties for appointing authorities making unlawful provisional appointments.

16. AN ACT RELATIVE TO PROVISIONAL PROMOTIONS.

The current statute, as strictly interpreted, limits provisional promotions to persons in the next lower title

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even though the examination for permanent promotion to the position may be open to other employees in the department. The result is an artificial barrier to provisional promotion which may arguably bring the section into conflict with Title VII of the Civil Rights Act of 1964. The amendment means that persons who are eligible for consideration for permanent promotion are also eligible for consideration for provisional promotion.

17. AN ACT RELATIVE TO THE CASH VALUE OF NON-CASH MAINTENANCE ALLOWANCES

The Department of Personnel Administration recommends that section 22 (1)(c) of G.L. Chapter 32 be deleted because the section no longer has any applicability.

18. AN ACT RELATIVE TO PHYSICAL FITNESS STANDARDS AND WELLNESS PROGRAMS FOR POLICE OFFICERS AND FIREFIGHTERS

This bill would clarify the steps an appointing authority needs to take in order to accept the provisions of G.L. Chapter 31, sections 61A and 61B relating to physical fitness standards and wellness programs for police officers and firefighters.

19. AN ACT RELATIVE TO PROVISIONAL CIVIL SERVICE POSITIONS

This bill is one of five bills comprising the Department of Personnel Administration's Decision 90 legislative proposal. This bill would allow a certain priority for lawfully appointed provisional employees in examinations and certifications.

20. AN ACT RELATIVE TO PERMANENT AND TEMPORARY EMPLOYEES

This bill is one of five bills comprising the Department of Personnel Administration's Decision 90 legislative proposal. This bill would eliminate an unjust distinction between those appointed to state permanent and temporary positions.

21. AN ACT RELATIVE TO CIVIL SERVICE PROBATIONARY PERIOD

This bill is one of five bills comprising the Department of Personnel Administration's Decision 90 legislative proposal. This bill provides that civil service employees must serve a probationary period not only upon initial civil service appointment but also with each civil service promotion.

22. AN ACT RELATIVE TO UNASSEMBLED EXAMINATIONS

This bill is one of five bills comprising the Department of Personnel Administration's Decision 90

The first part of the book is devoted to a general history of the United States from its discovery by Columbus in 1492 to the present time. It covers the early years of settlement, the struggle for independence, the formation of the Constitution, and the growth of the nation to its present position. The second part of the book is devoted to a detailed history of the United States from 1789 to the present time. It covers the early years of the Republic, the struggle for the abolition of slavery, the Civil War, and the Reconstruction period. The third part of the book is devoted to a detailed history of the United States from 1865 to the present time. It covers the Reconstruction period, the Gilded Age, the Progressive Era, and the modern era. The book is written in a clear and concise style, and is suitable for use as a textbook in schools and colleges.

legislative proposal. Unassembled examinations are those where an individual receives a rating or score based on his or her education, work experience, and possession of certain licenses, without requiring a written examination. It is currently limited to a few professional titles. This amendment would allow this procedure to be used for many more professional positions and would allow the examinations to be given on a continuous basis. The result would be faster, more efficient processing and elimination of the need for provisionals.

23. AN ACT ESTABLISHING WALK-IN EXAMINATION CENTERS

This bill is one of five bills comprising the Department of Personnel Administration's Decision 90 legislative proposal. The regional testing center walk-in examination concept will allow interested and qualified applicants for clerical and paraprofessional positions to directly access vacant positions without the current time-consuming process while maintaining a preference for veterans for entry-level jobs and DPA oversight.

24. AN ACT RELATIVE TO THE LABOR SERVICE

This bill is one of five bills comprising the Department of Personnel Administration's Decision 90 legislative proposal. This bill changes the labor service selection process for positions above entry level from a registration system to a merit selection system.

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The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY

AN ACT RELATIVE TO MUNICIPAL CIVIL SERVICE POSITIONS

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Notwithstanding any other provision of law or rule to the contrary, all non-public safety municipal positions shall be exempt from Chapter 31 of the General Laws.

SECTION 2. The provisions of section one shall not impair the civil service status of any person holding said position on the effective day of this act.

SECTION 3. Any city or town subject to civil service law as provided in G.L. chapter thirty-one or by special law prior to the effective date of this act may exercise its options pursuant to G.L. chapter thirty-one A in accordance with that provision of law.

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The Commonwealth of Massachusetts

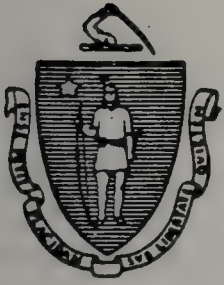
IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY

AN ACT RELATIVE TO MUNICIPAL PUBLIC SAFETY POSITIONS

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. The local aid formula shall be adjusted to provide for a chargeback to the Department of Personnel Administration for public safety municipal civil service employees at a rate of twenty-one dollars per employee.

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The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY

AN ACT RELATIVE TO THE ELIMINATION OF THE GENERAL SALARY SCHEDULE

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Section 5 of chapter 15A of the General Laws is hereby amended by striking the words "general salary schedule" as they appear in lines 62, 65, 69, 75, 83, 92, 100, 109, 117, 126, and 133 and inserting in place thereof the words "management salary schedule."

SECTION 2. Subsection 3 of section 45 of chapter 30 of the General Laws is hereby amended by striking the words "forty-six or" at the end of line three and the beginning of line four.

SECTION 3. Subsection 7 of section 45 of chapter 30 of the General Laws is hereby amended by striking the words "section forty-six" in the last line and inserting in place thereof the following words -- "section forty-six C."

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SECTION 4. The fifth paragraph of subsection 9 of section 45 of chapter 30 of the General Laws is hereby amended by striking the words "general salary schedule" in the second line and inserting in place thereof the words "management salary schedule."

SECTION 5. The sixth paragraph of subsection 9 of section 45 of chapter 30 of the General Laws is hereby amended by striking the words "or general salary" in the second line.

SECTION 6. The seventh paragraph of subsection 9 of section 45 of chapter 30 of the General Laws is hereby amended by striking the words "or general salary" in the first line and striking the words "or general salary" in the last line.

SECTION 7. Subsection 1 of section 46 of chapter 30 of the General Laws is hereby amended by striking line one and the General Salary Schedule which follows line one and inserting in place thereof --

"(1) The management salary schedule established pursuant to the provisions of section 46C of chapter 30 shall be the salary schedule for the pay plan of the commonwealth."

SECTION 8. Subsection 2 of section 46 of Chapter 30 of the General Laws is hereby amended by striking the word "general" in the first and second lines and inserting in place thereof the word -- "management."

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SECTION 9. Subsection 4 of section 46 of chapter 30 of the General Laws is hereby amended by striking the words "salary schedule set forth in this section" in lines two and three and inserting in place thereof the words -- "management salary schedule."

SECTION 10. The second paragraph of section 46C of chapter 30 of the General Laws is hereby amended by deleting the final clause and inserting in place thereof a period after the words "one hundred and fifty E" in line 6.

SECTION 11. Notwithstanding the provisions of any general or special law to the contrary, any manager receiving a salary in the general salary schedule in effect immediately prior to the effective date of this act shall receive a salary under the management salary schedule which is nearest to the rate then paid but at least equal to the salary he was receiving immediately prior to the effective date of this act; provided, however, that, if such a manager received a salary at the maximum step-in-range for a job group on the general salary schedule immediately prior to the effective date of this act, such manager shall not be eligible for any increments; provided, however, that, if such a manager received a salary at a step-in-range below the maximum step-in-range for a job group on the general salary schedule, he shall be eligible for increments equal to the number of steps-in-range between the step-in-range on the general salary schedule at which he received salary

OF THE UNIVERSITY OF CHICAGO

immediately prior to the effective date of this act and the maximum step-in-range for such job group on the general salary schedule. If such manager vacates such position for any reason, his successor in such position shall be paid a salary in accordance with the classification and allocation of the position in accordance with section 46C of the General Laws.

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The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY

AN ACT RELATIVE TO AFFIRMATIVE ACTION RULE

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Chapter 31 of the General Laws is hereby amended by striking out section three (d) and inserting the following:

(d) Selection of persons for positions and employment in accordance with the results of examination, or in the order of application, or otherwise, including in accordance with lawful affirmative action procedures.

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SUMMARY OF THE PROVISIONS OF AN ACT
RELATIVE TO AFFIRMATIVE ACTION RULE

It is the position of the Department of Personnel Administration that c.31, §3(d) as now written supports the promulgation of Personnel Administration Rule 10, which allows an affirmative action mechanism, where appropriate, in the certification process. This amendment clarifies that position.

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The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY

AN ACT RELATIVE TO UNASSEMBLED EXAMINATIONS

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Chapter 31 of the General Laws is hereby amended by striking out the second paragraph of section sixteen and inserting in place thereof the following:

The administrator shall, subject to the provisions of section twenty-six, where applicable, examine, qualify and rank applicants for original and promotional appointments solely on the basis of training, experience, education or other criteria considered appropriate by the administrator (a) for a scientific or professional position for which education at or above the master's degree level is required by statute or under authority thereof; (b) when the major duty of a position is such that applicants are required to have successfully completed a course in emergency medical care pursuant to the provisions of chapter one hundred and

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SANTA BARBARA
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eleven C; (c) when the major duty of a position is such that applicants are required to possess a certificate, registration or license issued after examination by a state board of registration or examiners or by a professional association specified by the administrator; (d) when the major duties of a position are such that applicants must possess a specific degree at or above the master's level or a specific number of years of related experience which the administrator determines demonstrated competency or both as determined by the personnel administrator. A person who has taken a civil service examination pursuant to this paragraph shall not have recourse to the review procedures set forth in section twenty-two.

Notwithstanding any other provision of this chapter, civil service examinations given pursuant to this section may, at the discretion of the personnel administrator, be given on a continuous basis.

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SUMMARY OF THE PROVISIONS OF AN ACT
RELATIVE TO UNASSEMBLED EXAMINATIONS

Unassembled examinations are those where an individual receives a rating or score based on his or her education, work experience, and possession of certain licenses, without requiring a written examination. It is currently limited to a few professional titles. This amendment would allow this procedure to be used for many more professional positions and would allow the examinations to be given on a continuous basis. The result would be faster, more efficient processing and elimination of the need for provisionals.

THE UNIVERSITY OF CHICAGO



The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY

AN ACT ESTABLISHING WALK-IN EXAMINATION CENTERS

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Chapter 31 of the General Laws is hereby amended by adding the following as a new section:

Section 11A. Any other provisions of this chapter notwithstanding, the personnel administrator is authorized to establish a program whereby, in conjunction with other governmental agencies, regional testing centers are established at which examinations for clerical and paraprofessional positions are administered on a continuous walk-in basis. The examinations of such persons shall be scored at the testing center on the day the examination is administered and, if the applicant passes the examination, a certificate shall issue authorizing the employment of such person in the civil service position for which the examination was held, provided that the appointing authority has posted the position as required by

the personnel administrator. Any such certificate shall expire at the end of a period of six months from its date of issuance.

In making an appointment pursuant to this section, an appointing authority shall, for entry-level positions, appoint only veterans with a valid certificate during the first week following the posting of the position as required by the personnel administrator. With the exception of veterans appointed during the first week after posting, appointing authorities will hold positions open for at least two weeks after posting before making an appointment. Appointing authorities must check entrance requirements and may administer a practical test as part of the selection procedure. The appointing authority must return a signed statement to the personnel administrator naming the person selected and certifying that he has a valid certificate and meets the entrance requirements.

The personnel administrator shall issue rules and regulations for the implementation of this program.

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SUMMARY OF THE PROVISIONS OF AN ACT
ESTABLISHING WALK-IN EXAMINATION CENTERS

The regional testing center walk-in examination concept will allow interested and qualified applicants for clerical and paraprofessional positions to directly access vacant positions without the current time-consuming process while maintaining a preference for veterans for entry-level jobs and DPA oversight.

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The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY

AN ACT RELATIVE TO THE LABOR SERVICE

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Chapter 31 is hereby amended by striking out section 28 and inserting in place the following section:

Section 28. Except as provided in section 28A and in the last paragraph of this section, the names of persons who apply for employment in the labor service of the cities and towns shall be registered and placed, in the order of the dates on which they file their applications, on the registers for the titles for which they apply and qualify. The name of any such person shall remain on such register for not more than two years, and he shall be notified by the administrator at the end of the two-year period of his option to renew his application during the next 30 calendar days immediately following the expiration of his two-year period of eligibility. Each such continuing period of eligibility shall have a duration of another

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two years. A renewal filed later than 60 calendar days after such expiration date will not be accepted, and the applicant who filed such late renewal to file a new application and will be placed on the register as of the new date of registration.

During his period of eligibility, any such person may add titles for which he qualifies, in addition to those for which he originally applied, to his application for employment in the labor service. Eligibility for appointment to such additional titles shall continue for the remainder of the period of eligibility for the titles for which application was originally made.

The names of veterans who apply for employment in the labor service shall be placed on the registers for the entry-level titles for which they qualify ahead of the names of all other persons. The names of spouse or surviving parent of veterans who were killed in action or died from service connected disability, incurred in wartime service, who present proof from official sources of such facts, satisfactory to the administrator, and who have not remarried, shall be placed on the registers for the entry-level titles in the labor service for which they apply and qualify above the names of all other applicants but below the names of veterans.

SECTION 2. Chapter 31 of the General Laws is hereby amended by adding section 28A as follows:

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Section 28A. Appointments to the labor service of the commonwealth and to the labor service of cities and towns which so request in accordance with the last paragraph of this section, shall be made from registers established for a two-year period comprised of qualified applicants for each title. Ranking on the register shall be determined by the result of a lottery held once in each two-year period. At least four weeks before the establishment of new registers, the administrator shall announce the opening of applications for registration for appointment to the labor service of the commonwealth and of the cities and towns. The administrator shall prepare and send notice of the final filing date of applications for each labor service title to the city and town clerks where persons are domiciled who may be eligible. Such notices shall be posted by the city or town clerks, in the department of personnel administration and in other specific labor service delegation offices for at least four weeks prior to the final day designated for the filing of applications. Each notice required by this section shall state the title of the position, the duties, qualifications and entrance requirements, if any, and any other information which the administrator determines should be included, and shall also clearly state the time, place and manner of application.

After the final filing date for labor service applications, there shall be a lottery in which the administrator draws from among the days of the year. The

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order of drawing shall determine the ranking of persons on the register according to the date of birth. All persons with the same birth date shall have the same standing on the registers, from which names will be certified to appointing authorities to fill vacancies in labor service positions.

The names of qualified veterans shall be placed at the top of the register for each entry-level title, ahead of all others; provided that among veterans the names will be ranked as determined by the birth date lottery. The names of spouses or surviving parents of veterans who were killed in action or died from service-connected disabilities, incurred in wartime service, who present proof from official sources of such facts, satisfactory to the administrator, and who have not remarried, shall be placed on the register in the order drawn for the entry-level title in the labor service for which they apply and qualify above the names of all other applicants but below the names of veterans.

Names on a labor service register shall remain thereon for a period not to exceed two years.

Persons on labor service registers existing at the date of enactment of this section shall remain thereon for a period of two years.

Cities and towns electing to proceed pursuant to this section must file a written request with the personnel administrator.

SECTION 3. Chapter 31 is hereby amended by striking out Section 29 and inserting in place the following section:

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Section 29. An appointing authority shall, prior to any request to the administrator for approval of a promotional appointment of a civil service employee in the labor service to a higher title in such service; or for approval of a change in employment of a civil service employee within such service from one position to a temporary or permanent position which is not higher but which has requirements for appointment which are substantially dissimilar to those of the position from which the change is being made, post a promotional bulletin. Such bulletin shall be posted for a period of at least five working days where it can be seen by all employees eligible for such promotional appointment or change in employment. Any such request shall contain a statement that the posting requirements have been satisfied, indicating the date and location of the posting.

The results of the promotional bulletin should be submitted in writing to the personnel administrator and shall contain the following information about the position which is to be filled: the salary and location, any special qualifications or licenses which are required for performing the duties of the position, whether the position is permanent or temporary, if the position is temporary, the probable duration of the employment therein, and the last date to apply for the position. Such promotional bulletin shall be mailed to any employee who, during the entire

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period of posting, is on sick or military leave, on vacation or off the payroll.

Within thirty days of a provisional appointment, if the result from the posting of the promotional bulletin has not been received by the administrator, a certification will be issued from the labor service register.

Within fourteen days after approval by the administrator of a promotional appointment in the labor service, the appointing authority shall post in all areas under its control where five or more civil service employees start their tour of duty, the following information about the person who has been promoted: name, permanent title, date from which length of service was measured for purposes of determining seniority.

SECTION 4. Chapter 31 is hereby amended by striking out section 30 and inserting in place the following section:

Section 30. Pursuant to the provisions of this section, an appointing authority, upon submission of a requisition, may make a promotional appointment within a departmental unit of a civil service employee in the labor service to a position in the lowest title, as determined by the administrator, in the official service in such departmental unit upon certification from an eligible list, established as the result of a competitive examination. Except as otherwise provided in this section, eligibility to take such examination shall extend only to civil service employees in such departmental unit who have been employed

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in such unit after certification for at least one year next preceding the date of the examination. The administrator may restrict such eligibility to any title or titles in the labor service of such departmental unit if he determines that the number of employees in such title or titles is sufficient for the holding of a competitive examination, and he may, in his discretion, extend such eligibility to any title or titles in the official service in such departmental unit.

A civil service employee in the labor service may be promotionally appointed within a departmental unit, with the approval of the administrator, to a position in the lowest title, as determined by the administrator, in the official service of such unit provided that such employee has been employed in such unit after certification for at least one year, is the first, second, or third ranking employee in length of service in the unit who is willing to accept the promotional appointment, and shall demonstrate, by the passing of an examination prescribed by the administrator, that he possesses the qualifications and abilities necessary to perform the duties of the position. The determination as to which employees are willing to accept such appointment or promotion shall be made after the posting of a promotional bulletin in accordance with the provisions of section twenty-nine; provided, that for the purposes of making said determination eligible employees in the official service in said departmental unit shall be entitled to respond to the

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bulletin, and those who do respond shall be considered in making the determination.

The provisions of this section may, upon the request of the appointing authority and at the discretion of the administrator, be applied to a departmental unit in which only titles in the official service are subject to the provisions of the civil service law and rules. In such case, eligibility to take a competitive examination pursuant to this section shall extend to employees in the departmental unit in titles approved by the administrator who have been employed therein on a full-time basis for at least one year next preceding the date of examination, notwithstanding the fact that they have been employed in positions which are not subject to the provisions of this chapter, and such employees may be appointed upon certification from the list established as the result of such examination. The length of service of any employee who is initially appointed to a civil service position pursuant to the provisions of this paragraph shall, for purposes of computing seniority under section thirty-three, be deemed to begin on the date of his first employment as a civil service employee in such position.

[illegible]

SUMMARY OF THE PROVISIONS OF AN ACT
RELATIVE TO THE LABOR SERVICE

We are proposing a number of changes to the sections of Chapter 31 dealing with the Labor Service which should make the process more responsive to the needs of appointing authorities while maintaining oversight by the Department of Personnel Administration.

Section 28. This section as proposed would apply only to cities and towns and brings the time a name remains on a list down from five years to two years with the renewal period also changed from five years to two years. The amended section also eliminates the reference to "young and vigorous persons" in the current statute which may be in conflict with the federal Age Discrimination in Employment Act. Finally, cities and towns may opt to follow the labor service lottery provisions of section 28A.

Section 28A. This is a new section which establishes a two-year lottery system for state labor service positions. Cities and towns may elect to adopt this section as opposed to section 28. A two-year lottery system should provide a more equitable and responsive labor service system while maintaining DPA oversight.

Section 29. This section is amended to allow all civil service labor service employees the opportunity to compete for promotional opportunities in the labor service. The current law restricts this to permanent employees.

Section 30. This section is amended to allow all civil service labor service employees the opportunity to compete for the lowest title in the official service on a promotional basis. The current law restricts this to permanent employees.

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The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY

AN ACT REMOVING THE LABOR SERVICE FROM CIVIL SERVICE

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Notwithstanding any other provisions of law to the contrary, positions in the labor service shall be exempt from Chapter 31 of the General Laws.

SECTION 2. The provisions of section one shall not impair the civil service status of any person holding said position on the effective date of this act.

SECTION 3. Chapter 31 is amended in the following manner to reflect the provisions of section one:

Section One is amended as follows:

"Labor Service" -- delete the definition in its entirety.

"Official Service", the composite of all civil service positions, the duties of which are such that a suitable selection for such positions may be made based on a competitive examination.

"Register" -- delete the definition in its entirety.

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Section three is amended as follows:

Delete (b) and insert in its place the following:

(b) Placement of civil service positions in the official service.

Section five is amended as follows:

Delete the word "registers" in the second line of paragraph (h).

Section seven is amended as follows:

Delete the last paragraph of Section Seven.

Section 20 is amended as follows:

Delete the word "registration" in the first sentence of the first paragraph of section 20.

Section 28 is amended as follows:

Section twenty-eight is deleted in its entirety.

Section 29 is amended as follows:

Section twenty-nine is deleted in its entirety.

Section 30 is amended as follows:

Section thirty is deleted in its entirety.

Section 32 is amended as follows:

Section thirty-two is deleted in its entirety.

Section 36 is amended as follows:

Section thirty-six is deleted in its entirety.

Section 39 is amended as follows:

Delete the words "or to the next lower title or titles in the labor service, as the case may be" from the second sentence of the second paragraph of section thirty-nine.

Section 47A is amended as follows:

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Delete the words "or twenty-eight, for labor service" from the second sentence of the second paragraph of section 47A.

Section 48 is amended as follows:

Delete the second sentence of the first paragraph of section 48.

Delete the fifteenth paragraph of section forty-eight in its entirety and insert in its place the following:

Laborers and other positions formerly designated as labor service.

Section 51 is amended as follows:

Delete the first paragraph of section fifty-one in its entirety and insert in its place the following:

All positions in all cities shall be subject to the civil service law and rules except as provided by section forty-eight or other law.

Section 52 is amended as follows:

Delete paragraph (4) of section fifty-two in its entirety.

Section 56 is amended as follows:

Delete paragraphs (2) and (3) of section fifty-six.

Section 57 is amended as follows:

Delete section fifty-seven in its entirety.

Section 66 is amended as follows:

Delete section sixty-six in its entirety and insert in its place the following:

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All departmental promotional examinations in the department of public works of the commonwealth shall be open to all eligible employees of the department as determined by the administrator, regardless of where they are employed in such department. Notwithstanding the provisions of section thirty-three, in the case of a promotion pursuant to section eight, the length of service of an employee of such department shall be computed without regard to the component or components of such department where such service was performed.

All promotions in the official service of the division of employment security in the department of labor and industries shall be made pursuant to section eight or section ten.

Section 67 is amended as follows:

Delete the third paragraph of section sixty-seven.

Section 68 is amended as follows:

Delete the words "or labor service" in the first sentence of section sixty-eight.

Section 71 is amended as follows:

Delete the words "or labor service" from the first sentence of the fourth paragraph of section seventy-one.

Section 72 is amended as follows:

Delete the words "and labor service" from the first sentence of the first paragraph of section seventy-two.

SUMMARY OF AN ACT REMOVING THE LABOR
SERVICE FROM CIVIL SERVICE

This Act would remove the Labor Service from Chapter 31 because Labor Service appointments are not merit based and therefore not appropriately part of a merit system.



The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY

AN ACT RELATIVE TO UNAUTHORIZED LEAVES OF ABSENCE

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. G.L. Chapter 31 is hereby amended by deleting
Section 38 in its entirety.

SUMMARY OF PROVISIONS OF AN ACT RELATIVE TO
APPEALS OF UNAUTHORIZED LEAVES OF ABSENCE

This bill would delete Section 38 of G.L. Chapter 31 which provides a limited and essentially meaningless appeal to the Personnel Administrator by persons who are terminated from civil service positions relative to unauthorized leaves of absence. Deletion of the section allows such persons a more meaningful appeal to the Civil Service Commission.



The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY

AN ACT RELATIVE TO CERTAIN MANAGERS

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Chapter 30 of the General Laws is hereby amended by striking out section 46E and inserting in place thereof the following section:

Section 46E. Notwithstanding any provision of law to the contrary, no position allocated to job group M-I through job group M-XII, inclusive, of the management salary schedule provided in section forty-six C shall be classified under chapter 31; provided, however, that this section shall not apply to positions for which full or partial reimbursement is made by the federal government and which are required by federal law or regulation to be covered by a merit system, so-called; and provided further, that no exemption from the provisions of this section shall be allowed unless certification of the federal requirement is

received from the appropriate federal official and unless

NOTE. - Use ONE side of paper ONLY. DOUBLE SPACE. Insert additional leaves, if necessary.

such certification is renewed at regular intervals.

SECTION 2. The provisions of section one shall not impair the civil service status of any person holding said position on the effective date of this act.

SUMMARY OF THE PROVISIONS
OF AN ACT RELATIVE TO CERTAIN MANAGERS

Currently only Managers V - XII are exempt from Chapter 31. This bill would amend G.L. c.30, §46E to also exempt Managers I - IV so that all managers are on a consistent basis.



The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY

AN ACT RELATIVE TO MUNICIPAL PERFORMANCE EVALUATION SYSTEMS

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. The first paragraph of Section 6A of G.L. Chapter 31 is hereby amended by adding the following final sentence:

The Personnel Administrator may delegate the authority to develop performance evaluation systems to municipal appointing authorities provided that such delegated appointing authorities shall comply with all the provisions of this section including development of the performance evaluation system in conjunction with representatives of collective bargaining units to be evaluated.

SUMMARY OF PROVISIONS OF AN ACT RELATIVE TO
MUNICIPAL PERFORMANCE EVALUATIONS SYSTEMS

This bill allows the Personnel Administrator to delegate his authority to develop performance evaluation systems to municipalities provided that the municipalities comply with all of the provisions of G.L. Chapter 31, Section 6A.



The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY

AN ACT RELATIVE TO PERMANENT AND TEMPORARY EMPLOYEES

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Chapter 31 of the General Laws is hereby amended by striking out section one "permanent employee" and "temporary employee" and inserting in place thereof the following:

"Permanent employee", a person who is employed in a civil service position (1) following an original appointment, subject to the serving of a probationary period as required by law, but otherwise without restriction as to the duration of his employment; or (2) following a promotional appointment, without restriction as to the duration of his employment. Any state employee, who is appointed or promoted to a civil service position which is designated as temporary but which is (a) funded for twelve months and (b) not temporarily vacant due to the absence or provisional promotion of another employee shall be considered a permanent employee for the purpose of this

chapter.

"Temporary employee", a person who is employed in a civil service position, after a civil service appointment, for a specified period of time or for the duration of a temporary vacancy. Any state employee, who is appointed or promoted to a civil service position which is designated temporary but which is (a) funded for not less than twelve months and (b) not temporarily vacant due to the absence or provisional promotion of another employee shall be considered a permanent employee, and not a temporary employee, for the purpose of this chapter.

SUMMARY OF THE PROVISIONS OF AN ACT
RELATIVE TO PERMANENT AND TEMPORARY EMPLOYEES

Although the 01 and 02 payroll subsidiary account distinctions for permanent and temporary positions have been eliminated, the distinction between permanent and temporary state employees remains, creating real inequities amongst otherwise similarly situated employees. This amendment would eliminate that distinction except for those who are in truly temporary positions, i.e., funded for less than twelve months or back-filling temporarily behind another employee.



The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY

AN ACT RELATIVE TO PROHIBITED CIVIL SERVICE ACTIVITIES

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Section 74 of Chapter 31 is hereby deleted and the following is inserted as section 74:

No person shall wilfully or corruptly alter any examination paper of any applicant, or wilfully or corruptly substitute any other paper for such examination paper, for the purpose of either improving or injuring the prospects or chances for appointment, employment or promotion of such applicant or of any other person.

No person, by himself or in cooperation with one or more persons, shall wilfully or corruptly defeat, deceive or obstruct any person with respect to his right, pursuant to the civil service law and rules, of examination, registration, certification, appointment, promotion or reinstatement; or wilfully or corruptly make a false mark, grade, estimate or report on the examination

or proper standing of any person examined pursuant to the civil service law and rules; or wilfully or corruptly make any false representation concerning the same or concerning the person examined; or wilfully or corruptly furnish to anyone special or secret information for the purpose of either improving or injuring the prospects or chances of appointment, employment or promotion of any person examined, registered or certified or to be examined, registered or certified. No person shall impersonate any other person or permit or aid in any manner any other person to impersonate him in connection with any examination, registration or application or request to be examined or registered or in connection with any certification, appointment or promotion.

Any person who violates this section shall be punished by a fine of not more than twenty-five thousand dollars or imprisonment in the state prison for not more than five years, or in the house of correction for not more than two years, or by both fine and imprisonment.

SECTION 2. Chapter 31 is hereby amended by inserting after section 74 the following:

Section 74A. The administrator shall promulgate regulations for the examination administration process. Said regulations shall provide for the conduct of examinations, applications for said examinations, the correcting of said examinations, and the prohibition of copying, recording, or any other manner of acquiring any of the questions on any examination for any monetary gain, and

may include any other requirements as the administrator may deem necessary for the efficiency, fairness, and security of the civil service examination process.

Nothing in this section shall prevent any examination candidate from discussing, comparing, or otherwise conversing about any examination material for purposes other than monetary gain, so long as a candidate's unaided memory is the sole source of such material. Any person who violates or knowingly assists or conspires with another in violating said regulations shall be punished by a fine of not more than five thousand dollars or imprisonment in the house of correction for not more than two and one-half years, or both.

SECTION 3. Chapter 31 is hereby amended by inserting after sections 74 and 74A the following:

Section 74B. No person making an appointment to any civil service position shall receive or consider a recommendation of an applicant for such appointment given by any member of the general court, alderman, councilman, or selectman except as to the character or residence of the applicant.

Any person who has been elected to public office by popular vote or by the aldermen or city council of a city or the selectmen of a town shall not be eligible to be designated as a representative or civil service.

Any person who wilfully or knowingly violates or conspires to violate any of the provisions of the civil

service law and rules, or who wilfully or knowingly makes an appointment or employs any person in violation of such law and rules, or who refuses or knowingly neglects to comply with any provision of such civil service law and rules, shall be punished by a fine of not more than five thousand dollars or imprisonment in the house of correction for not more than two and one-half years, or both, unless a different penalty is specifically provided in this chapter.

SUMMARY OF PROPOSED ACT RELATIVE TO
PROHIBITED CIVIL SERVICE PRACTICES

This bill updates and expands the criminal penalties for persons who wilfully obstruct or cheat in any manner in regard to civil service examinations and appointments.



The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY

AN ACT RELATIVE TO CERTAIN PROVISIONAL EMPLOYEES

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. The following is inserted after Section 14 of G.L. Chapter 31 as Section 14A:

Notwithstanding any provision of law to the contrary, any person lawfully appointed as a provisional in a clerical position for twelve months or more who has taken and passed a civil service examination for that title or a higher title in that series in the past two years may be appointed to such position on a temporary after certification basis.

SUMMARY OF PROVSIONS OF AN ACT RELATIVE
TO CERTAIN PROVISIONAL EMPLOYEES

This bill would allow persons lawfully apppointed to provisional clerical positions for at least a year who have passed a civil service examination for that title or a higher title in that series to gain civil service status in that position.



The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY . . .

AN ACT RELATIVE TO PROVISIONAL EMPLOYEES

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Section 9 of Chapter 31, as appearing in the 1984 Official Edition, is hereby amended by adding after the word "examination" in line 13 the following: --

provided, however, that the administrator may, upon request of the appointing authority, extend eligibility to take such examination to qualified provisional employees appointed in accordance with the provisions of this chapter who have been employed in the departmental unit in the title for which the examination is to be held for at least two years immediately preceding the examination date.

SECTION 2. Section 10 of Chapter 31, as appearing in the 1984 Official Edition, is hereby amended by adding after the word "made" in line 8 the following: --

provided, however, that the administrator may, upon the

request of the appointing authority, and pursuant to clause (2) of this section, extend eligibility to take such examination to qualified provisionals appointed in accordance with the provisions of this chapter who have been employed in the departmental unit in the title for which the examination is to be held for at least two years immediately preceding the examination date.

SECTION 3. Section 14 of Chapter 31, as appearing in the 1984 Official Edition, is hereby amended in line 30 by striking out the words "section fifteen" and inserting in place thereof the following words: -- sections fifteen and twenty-eightA.

SECTION 4. Chapter 31 is hereby amended by inserting after Section 28 the following: --

28A. Subject to the approval of the personnel administrator, and notwithstanding the provisions of the third paragraph of section fourteen, any qualified person serving provisionally in a position in the labor service for not less than two years may be continued in such appointment on a provisional basis upon the written request of the appointing authority to said administrator, provided that such person was initially appointed to said position in accordance with the provisions of this chapter. The personnel administrator shall annually report to the General Court the number of such requests received, and the number of an nature of those appointments continued.

SECTION 5. Chapter 31 is further amended by inserting after section 15 the following:

15A. No provisional appointment shall be made unless the person accepting such appointment shall have been given written notice of his rights under this chapter including without limitation the provisions of paragraph three of section fourteen. Such notice shall be on a form prescribed by the personnel administrator.

Any appointing authority making a provisional appointment or promotion in violation of sections twelve, thirteen, fourteen, fifteen, or twenty-eight shall be punished by a fine of not less than one hundred thousand dollars nor more than three thousand dollars for each such violation, and provided further, said appointing authority or his or her successor shall make no further provisional appointments within the next twelve months except with the prior written approval of the personnel administrator.

SUMMARY OF PROVISIONS OF AN ACT
RELATIVE TO PROVISIONAL EMPLOYEES

This bill addresses the considerable provisional population and gives lawfully appointed provisional employees the opportunity to take promotional examinations after two years of service. The bill also proposes monetary penalties for appointing authorities making unlawful provisional appointments.



The Commonwealth of Massachusetts

IN THE YEAR ONE THOUSAND NINE HUNDRED AND NINETY

AN ACT RELATIVE TO PROVISIONAL PROMOTIONS

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Chapter 31 of the General Laws is hereby amended by striking the first two paragraphs of section fifteen and inserting in place the following:

An appointing authority may, with the approval of the administrator or, if the appointing authority is a department, board, commission, institution or other agency within an executive office, with the approval of the secretary of such office, make a provisional promotion of a civil service employee in the same departmental unit who is eligible to take the examination for the position approved by the personnel administrator. If the administrator has approved the holding of a competitive promotional examination pursuant to section eleven, he may authorize the provisional promotion of a person who is eligible to take such examination without regard to

departmental unit. Such provisional promotion may be made only if there is no suitable eligible list, or if the list contains the names of less than three persons eligible for and willing to accept employment, or if an eligible list has been established as a result of a competitive examination for an original appointment and the appointing authority requests that the position be filled by a departmental promotional examination or pursuant to section eight. No provisional promotion shall be continued after a certification by the administrator of the names of three persons eligible for and willing to accept promotion to such position.

SUMMARY OF AN ACT RELATIVE TO
PROVISIONAL PROMOTIONS

The current statute, as strictly interpreted, limits provisional promotions to persons in the next lower title even though the examination for permanent promotion to the position may be open to other employees in the department. The result is an artificial barrier to provisional promotion which may arguably bring the section into conflict with Title VII of the Civil Rights Act of 1964. The amendment means that persons who are eligible for consideration for permanent promotion are also eligible for consideration for provisional promotion.

THE COMMONWEALTH OF MASSACHUSETTS

In the Year One Thousand Nine Hundred and Ninety

AN ACT RELATIVE TO THE CASH VALUE OF NON-CASH
MAINTENANCE ALLOWANCES

Be it enacted by the Senate and House of
Representative in General Court assembled and by the
Authority of the same, as follows:

SECTION 1. G.L. Chapter 32 is hereby amended by
deleting paragraph 22 (1)(c) in its entirety.

THE COMMONWEALTH OF MASSACHUSETTS

In the Year One Thousands Nine Hundred and Ninety

AN ACT RELATIVE TO PHYSICAL FITNESS STANDARDS AND
WELLNESS PROGRAMS FOR POLICE OFFICERS AND FIREFIGHTERS

Be it enacted by the Senate and House of
Representatives in General Court assembled, and by the
authority of the same, as follows:

SECTION 1. Chapter 31 of the General Laws is hereby
amended by adding the following sentence at the end of the
eighth paragraph of section 61A :

The clerk of the legislative body in a city, town,
district or other governmental unit shall notify the
personnel administrator of such acceptance by said city,
town, district or other governmental unit.

SECTION 2. Chapter 31 of the General Laws is hereby
amended by inserting the following sentence after the first
sentence of section 61B.

The clerk of the legislative body in a city, town,
district or other governmental unit shall notify the
personnel administrator of such acceptance by said city,
town, district or other governmental unit.

THE COMMONWEALTH OF MASSACHUSETTS

In the Year One Thousand Nine Hundred and Ninety

AN ACT RELATIVE TO PROVISIONAL CIVIL SERVICE POSITIONS.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Notwithstanding the provisions of any general or special law or rule to the contrary, any persons in a department lawfully appointed to a civil service position on a provisional basis on or before the effective date of this act who have taken and passed a civil service examination for that title or for a higher title in that series, or for a different title when the personnel administrator has determined that the examination for the different title may substitute for an examination for such title consistent with the merit principles, will have their names placed on a special eligible list, subject to the provisions of section twenty-six, where applicable, and may be appointed to such position in such department on a civil service basis provided that such civil service appointment takes place prior to January 1, 1992; provided that certifications from the special eligible list made pursuant to this section shall be made after any certifications from an eligible list from a promotional examination but prior to any certifications from an eligible list established pursuant to section two of this chapter or from an eligible

list from an open competitive examination; provided further that persons appointed on a civil service basis pursuant to this section shall not be required to serve one year after certification to gain eligibility for promotional examinations provided they have served one year in the department. The provisions of this section shall not apply to persons serving in public safety positions or in positions allocated to job group M-I to job group M-IV, inclusive, of the management salary schedule provided in section forty-six C of chapter thirty.

SECTION 2. Notwithstanding the provisions of any general or special law or rule to the contrary, the personnel administrator is hereby authorized to administer a special departmental qualifying examination program to persons lawfully appointed on a provisional basis in such department on or before the effective date of this act who have not taken an examination for such title or for another title which may be deemed a substitute pursuant to section one and to persons in the department serving in a lower title on a civil service basis; provided further that the administrator shall, subject to the provisions of section twenty-six where applicable, examine, qualify and rank such persons solely on the basis of training, experience, education or other criteria considered appropriate by the administrator consistent with merit principles and, in the case of state positions, negotiated between the employer and the union representing the affected title; provided further

that the certifications from an eligible list made pursuant to this section shall be made after any certifications from an eligible list from a promotional examination or from an eligible list established pursuant to section one of this chapter but prior to any certifications from an eligible list from an open competitive examination; provided further that all appointments from such departmental qualifying promotional examination program shall be made prior to January 1, 1992. The provisions of this section shall not apply to persons serving in public safety positions or in positions allocated to job group M-I to job group M-IV, inclusive, of the management salary schedule provided in section forty-six C of chapter thirty.

THE COMMONWEALTH OF MASSACHUSETTS

In the Year One Thousand Nine Hundred and Ninety

AN ACT RELATIVE TO PERMANENT AND TEMPORARY EMPLOYEES.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

Chapter 31 of the General Laws is hereby amended by striking out in section one "permanent employee" and "temporary employee" and inserting in place thereof the following:

"Permanent employee", a person who is employed in a civil service position (1) following an original appointment, subject to the serving of a probationary period as required by law, but otherwise without restriction as to the duration of his employment; or (2) following a promotional appointment, subject to the serving of a probationary period as required by law, but otherwise without restriction as to the duration of his employment. Any state employee, who is appointed or promoted to a civil service position which is designated as temporary but which is (a) funded for twelve months and (b) not temporarily vacant due to the absence or provisional promotion of another employee shall be considered a permanent employee for the purpose of this chapter.

"Temporary employee", a person who is employed in a civil service position, after a civil service appointment,

for a specified period of time or for the duration of a temporary vacancy. Any state employee, or, upon the written request of a municipal appointing authority, any municipal employee, who is appointed or promoted to a civil service position which is (a) funded for not less than twelve months and (b) not temporarily vacant due to the absence or provisional promotion of another employee shall be considered a permanent employee, and not a temporary employee, for the purpose of this chapter.

THE COMMONWEALTH OF MASSACHUSETTS

In the Year One Thousand Nine Hundred and Ninety

AN ACT RELATIVE TO CIVIL SERVICE PROBATIONARY PERIOD.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Chapter thirty-one of the general laws is hereby amended by striking the definitions of "permanent employee" and "tenured employee" in section one and inserting in place the following:

"Permanent employee", a person who is employed in a civil service position (1) following an original appointment, subject to the serving of a probationary period as required by law, but otherwise without restriction as to the duration of his employment; or (2) following a promotional appointment, subject to the serving of a probationary period as required by law, but otherwise without restriction as to the duration of his employment.

Any state employee, who is appointed or promoted to a civil service position which is designated as temporary but which is (a) funded for twelve months and (b) not temporarily vacant due to the absence or provisional promotion of another employee shall be considered a permanent employee for the purpose of this chapter.

"Tenured employee", a civil service employee who is employed following an original or promotional appointment on

a permanent basis who has actually performed the duties of such title for the probationary period required by law.

SECTION 2. Chapter 31 is hereby amended by striking out section 34 and inserting in place the following:

Following the appointment to a civil service title, a civil service employee shall actually perform the duties of such title for a probationary period of six months before he shall be eligible to become a merit employee in that title, except where a longer probationary period is required pursuant to section sixty-one and sixty-five or any other law or, in the case of state positions, required as part of a collective bargaining agreement; provided that persons in titles covered by sections sixty-one and sixty-five shall serve a probationary period following original appointment only.

Following the appointment to a civil service title on a less than full-time basis, including but not limited to a part-time, reserve, intermittent, call, or recurrent basis, a civil service employee shall serve a probationary period of six months immediately following such appointment, which shall include the actual performance of the duties of the title for not less than thirty working days or the equivalent thereof during such period, before he shall be considered a tenured employee on such less than full-time basis, provided that if such person has not performed such duties for such thirty working days or the equivalent thereof, his probationary period shall be extended for an

additional six months, at the end of which time such person shall be eligible to become a tenured employee in such title on a less than full-time basis.

A civil service employee who is promoted to a higher civil service title shall be considered on leave of absence from such title for the period of such probationary period and any extensions thereof. During the probationary period, a civil service employee shall be subject to the standard performance evaluation as set forth in this chapter or as set forth in any applicable collective bargaining agreement. The appointing authority may extend the probationary period for a period of up to six months if the evaluation is unsatisfactory. Such civil service employee shall "satisfactorily complete" such evaluation before he shall be eligible to become a tenured employee.

If the performance of a civil service employee serving a probationary period is unsatisfactory to the appointing authority, whether by the conduct, the capacity, the character or the quality of the work performed by such employee, the appointing authority may, at any time after such person has served thirty days and prior to the end of the probationary period, give such person a written notice stating in detail the reasons why his performance is not satisfactory. Such reasons shall take into account the employee's performance evaluation, and the goals and objectives set for such employee. Such notice shall be deemed to terminate the employment of such civil service

employee in the civil service title; provided that if the employee has civil service status in a lower ranked civil service title, the employee shall be returned to a position in that lower title. The appointing authority shall at the same time send a copy of such notice to the administrator. In absence of such notice, and after completion of a performance evaluation by the appointing authority and the employee, such employee shall be deemed to be a tenured employee in such title after the required probationary period.

If a full-time civil service employee does not actually work because of illness during the serving of his probationary period, the appointing authority may postpone the serving of such period, provided that such employee has served an amount of time adequate to satisfy the appointing authority that his services should be retained in that title and provided, further, that such employee shall, upon resuming employment, be required to perform service equal to a full probationary period. The probationary period of a civil service employee shall not be deemed to be interrupted by his provisional promotion pursuant to section fifteen.

THE COMMONWEALTH OF MASSACHUSETTS

In the Year One Thousand Nine Hundred and Ninety

AN ACT RELATIVE TO UNASSEMBLED EXAMINATIONS.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

Chapter 31 of the General Laws is hereby amended by striking out the second paragraph of section sixteen and inserting in place thereof the following:

The administrator shall, subject to the provisions of section twenty-six, where applicable, examine, qualify and rank applicants for original and promotional appointments solely on the basis of training, experience, education or other criteria considered appropriate by the administrator (a) for a scientific or professional position for which education at or above the master's degree level is required by statute or under authority thereof; (b) when the major duty of a position is such that applicants are required to have successfully completed a course in emergency medical care pursuant to the provisions of chapter one hundred and eleven C; (c) when the major duty of a position is such that applicants are required to possess a certificate, registration or license issued after examination by a state board of registration or examiners or by a professional association specified by the administrator; (d) when the major duties of a position are such that applicants must possess a specific degree at or above the bachelor's level

or a specific number of years of related experience which the administrator determines demonstrated competency or both as determined by the personnel administrator. A person who has taken a civil service examination pursuant to this paragraph shall not have recourse to the review procedures set forth in section twenty-two.

Notwithstanding any other provision of this chapter, civil service examinations given pursuant to this section may, at the discretion of the personnel administrator, be given on a continuous basis.

THE COMMONWEALTH OF MASSACHUSETTS

In the Year One Thousand Nine Hundred and Ninety.

AN ACT ESTABLISHING WALK-IN EXAMINATION CENTERS.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

Chapter 31 of the General Laws is hereby amended by adding the following as a new section:

Section 11A. Any other provisions of this chapter notwithstanding, the personnel administrator is authorized to establish a program whereby, in conjunction with other governmental agencies, regional testing centers are established at which examinations for clerical and paraprofessional positions are administered on a continuous walk-in basis. The examinations of such persons shall be scored at the testing center on the day the examination is administered and, if the applicant passes the examination, a certificate shall issue authorizing the employment of such person in the civil service position for which the examination was held, provided that the appointing authority has posted the position as required by the personnel administrator. Any such certificate shall expire at the end of a period of one year from its date of issuance.

In making an appointment pursuant to this section, an appointing authority shall, for entry-level positions, appoint only veterans with a valid certificate during the first week following the posting of the position as required by the personnel administrator. With the exception of

veterans appointed during the first week after posting, appointing authorities will hold positions open for at least two weeks after posting before making an appointment.

Appointing authorities must check entrance requirements and may administer a practical test as part of the selection procedure. The appointing authority must return a signed statement to the personnel administrator naming the person selected and certifying that he has a valid certificate and meets the entrance requirements.

The personnel administrator shall issue rules and regulations for the implementation of this program.

THE COMMONWEALTH OF MASSACHUSETTS

In the Year One Thousand Nine Hundred and Ninety

AN ACT RELATIVE TO THE LABOR SERVICE.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

Chapter 31 is hereby amended by striking out section 28 and inserting in place the following section:

Section 28. The labor service shall be divided into three classes: (1) laborers; (2) skilled laborers; and (3) mechanics and craftsmen. The administrator shall establish suitable titles within each of these classes. An appointing authority may, subject to law, fill positions in any class by original or promotional appointment.

Except as provided in the last paragraph of this section, an appointing authority may make an appointment to a class one labor service position. Notification of such appointment shall be filed with the personnel administrator. At the conclusion of the probationary period as established by law, the appointing authority shall certify to the personnel administrator that the person appointed has satisfactorily performed the functions of the position.

The applications of persons who apply for class two and class three positions shall be forwarded to the personnel administrator for an evaluation of such persons' qualifications for the position. The personnel

administrator shall issue to appointing authorities a ranked listing of persons qualified for class two and class three titles based on an evaluation of the persons' relevant educational and experience background. The personnel administrator shall update such listing periodically. The name of any such person shall remain on such listing for not more than two years.

Veterans who apply for class one labor service positions shall be considered prior to all other persons. The names of veterans who apply for class two and class three titles shall be placed on the ranked listing ahead of all other persons.

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